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EUROPE'S BUSINESS NEWSPAPER

# FINANCIAL TIMES

ROBOTS

Factories where the future works

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Monday January 7 1991

## World News

## Business Summary

### Foreigners evacuated from Somali capital

More than 400 foreigners trapped in the Somali capital Mogadishu since fighting between government troops and rebels began a week ago were evacuated by an Italian and American rescue operation.

But efforts to save more foreigners, including 50 Italians caught up in the violent outbreak of clan warfare, failed.

**'Keep quiet' order**  
President Carlos Menem of Argentina demanded and to public statements by three former generals he freed last week from prison, where they were serving lengthy sentences for human rights abuses.

**Turkish clampdown**  
Turkish security forces backed by water cannon and bulldozers halted almost 50,000 striking coal miners on a 250 kilometre march to the capital Ankara.

**Seine bursts banks**  
Heavy rain caused the river Seine to flood parts of central Paris, forcing the closure of the riverside left bank motorway.

**Emergency aid ship**  
A ship loaded with emergency food supplies left the Red Sea port of Djibouti destined for the famine-stricken Ethiopian provinces of Eritrea and Tigray.

**Albanian amnesty**  
Albania's ruling communist will release over 200 political prisoners in a gesture aimed at winning support for the opposition Democratic party, as the country prepares for elections on February 10.

**IRA bombings**  
Northern Ireland's drive to attract much-needed investment suffered a serious setback after a co-ordinated IRA firebomb blitz.

**Ireland, UK buffeted**  
Nearly 30 people were feared dead as emergency services continued their search for victims of weekend storms that lashed the UK and Ireland.

**Blast kills six**  
A bomb blast in the southern Afghan city of Kandahar killed five civilians on Saturday and injured six.

**Serrano leads polls**  
Jorge Serrano, a right-wing businessman, emerged the frontrunner as Guatemalans voted for a new president in the second round of elections.

**Peking court verdict**  
A Peking court handed out relatively lenient sentences to nine people, at least six of them students, found guilty of minor offences during pro-democracy demonstrations in 1989.

**Thousands march**  
Tens of thousands of Malians marched through the capital Bamako to support the government of President Moussa Traore, one of five African leaders still clinging to one-party rule.

**Call for uprising**  
The Khmer Rouge guerrilla army urged the people of Cambodia's second city Battambang to revolt against the Vietnamese-backed Phnom Penh government and contribute to "an early liberation" of their city.

**Spanish clean-up**  
Spain's health ministry, worried about the health of its hamburger-munching youngsters, ordered local authorities to carry out quality and hygiene tests on burger-bars all over Spain after a critical study by a consumer group.

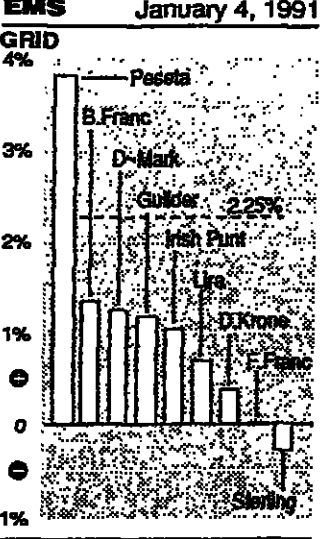
### UK begins talks over first Ecu bond issue

The Bank of England has started active discussions with banks in London over the UK government's first European Currency Unit bond issue.

Banks expect the government to issue Ecu bonds in next few months, before the launch of the London International Financial Futures Exchange's Ecu bond futures contract in March.

**EUROPEAN Monetary System:** Sterling was helped by a general easing of D-Mark and comments by senior UK ministers dismissing suggestions of devaluation. It remained the weakest member of exchange rate mechanism, but was not under strong pressure. The Belgian franc replaced the D-Mark as the second strongest ERM currency, prompting a cut in Belgian interest rates. Currencies, Page 21

EMS January 4, 1991



The chart shows member currencies of exchange rate mechanism measured against the weakest currency in the EMS's narrow 2.25 per cent fluctuation band. In practice, currencies in the EMS narrow band cannot rise by more than 2.25 per cent from the weakest currency in that part of the system. Sterling and Spanish peseta operate within 6 per cent fluctuation bands.

**JAPAN Airlines (JAL)** is taking a 14 per cent stake in a subsidiary of US aerospace group Lockheed, newly set up to maintain and modify Boeing 747 jumbo jets. Page 12

**INVESTCORP**, Bahrain-based international investment bank which recently bought US fashion retailer Saks Fifth Avenue for \$1.6bn, made 1990 net profits of \$66.3m, 28 per cent up on previous year. Page 11

**UK economy:** Prime minister John Major said government was "coming to grips" with economic difficulties and there were "unmistakable" signs that inflation was falling. Pages 4 and 10

**SEARS Roebuck**, struggling US retailer, is to cut 21,000 non-selling jobs nationwide by mid-year. Page 12

**POLAND'S** new prime minister, Jan Krzysztof Bielecki, has promised free-market policies and faster privatisation. Page 2

**US recession:** Three of Enstar Group's retail subsidiaries and Best Products have filed for protection from creditors under Chapter 11 of the Bankruptcy Code. Page 12

**THAI Airways** saw pre-tax profits fall to 6.75bn baht (\$270m), from 7.42bn baht a year earlier. Page 12

**Anthony Harris** today begins a weekly column of comment and analysis covering financial and economic issues in Britain and around the world. The column will run on Mondays on the back page of the first section in the space occupied by Lex on other days. Page 10

## Iraqi troops told to prepare for great sacrifices in 'mother of battles'

# Saddam hardens stance on war

By Victor Mallet and Ralph Atkins in London and Peter Riddell in Washington

PRESIDENT Saddam Hussein of Iraq declared yesterday that Kuwait was an inalienable part of his country and urged his troops to prepare for great sacrifices in the "mother of battles".

His wartime speech to mark Iraq's Army Day cast doubt on the effectiveness of frantic diplomatic efforts to persuade him to withdraw from Kuwait before the January 15 deadline set by the United Nations.

"The return of Kuwait is a fact and not a claim," the Iraqi leader said in his televised address. "It is the 19th province on the map of Iraq with its long history for the present and the future." Although he said Iraq was fighting to liberate Palestine, he did not repeat earlier hints that he might withdraw his troops from Kuwait in exchange for progress in resolving the Arab-Israeli dispute.

President Saddam vigorously defended the seizure of Kuwait on August 2, boasted of Iraq's military prowess and appeared to be preparing his men for battle against the US-led multinational force in Saudi Arabia. "Comrades in arms," he said, "the battle will entail great sacrifices."

US officials said they saw no sign of any shift in the Iraqi position before the meeting on Wednesday in Geneva between Mr James Baker, the US secretary of state, and Mr Tariq Aziz, the Iraqi foreign minister. Mr Brent Scowcroft, the president's national security adviser, said he saw no weakness in Mr Saddam's "intransigence" and did not believe the Geneva meeting would change very much.

At present he did not detect any progress or prospect of a breakthrough in what he called "the countdown for peace."

There was no indication, he added, that Mr Saddam was



US ambassador to Bonn, Vernon Walters, bids farewell to American troops yesterday as they depart for Saudi Arabia

"getting the message" about the international coalition's willingness to use force if Iraq refuses to comply with successive UN resolutions by withdrawing fully from Kuwait.

In Israel Mr David Levy, the foreign minister, called Mr Saddam's speech "absolutely extreme" and said it was effectively a declaration of war, although he did not rule out a sudden Iraqi withdrawal from Kuwait. Iraq has said Tel Aviv will be its first target if Iraq is attacked.

King Fahd of Saudi Arabia said he shared President George Bush's earlier "gut instinct" that Mr Saddam would pull out of Kuwait. He

also held out the possibility of talks between Iraq and Kuwait after a withdrawal, but said Saudi Arabia was prepared for war if necessary.

Mr Bush and his senior officials have taken an uncompromising view of the aim of the Baker-Aziz meeting, stressing that there will be no negotiations and that the US will not agree to any subsequent talks in Baghdad.

In a weekend radio address, Mr Bush said: "There will not be secret diplomacy. Secretary Baker will restate, in person, a message for Saddam Hussein; withdrawal from Kuwait unconditionally and immediately, or face the terrible consequences."

Mr Baker, who left the US yesterday for talks in London and Paris, will give Mr Aziz a letter from Mr Bush for President Saddam making clear that the international community is resolved to enforce the UN resolutions.

Mr John Major, the prime minister, prefaced a four-day visit to the Gulf by saying yesterday that he hoped any conflict with Iraq would be "swift and short".

He insisted there could be no question of compromise in the Geneva talks. "You don't negotiate with someone who's broken into your house as to Continued on Page 10

## THE GULF CRISIS

PAGE 3

● View from Baghdad: further gesture likely

● View from Washington: US firm on no negotiations, no compromise

● View from Bonn: Genscher's Kuwait election offer

● View from Paris: Saddam could win without war

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## Airlines join suspension of flights to Israel

By Judy Maltz in Jerusalem and Kevin Done in London

FOREIGNERS packed Tel Aviv's Ben-Gurion airport yesterday in a rush to leave Israel as another three airlines announced the suspension of flights to the country.

The Israel Airports Authority said the flights were cancelled because of sharp rises in insurance amid fears of a Gulf war. The three airlines are the Polish national carrier LOT, Cyprus Airways and Scandinavian Airline System (SAS).

British Airways is continuing to fly to most of its destinations in the Middle East although it is reducing its services to Tel Aviv "for commercial reasons" from January 15, the date of the UN

deadline to Iraq to withdraw from Kuwait. Services to Tel Aviv are being reduced from six to four a week because of reduced demand.

BA has already re-routed all its flights to the Far East and Australasia that would normally cross Iraq, Kuwait or the Gulf area, to more northerly routes.

The airline said yesterday that it was monitoring the situation in the Gulf around the clock and had "well-prepared contingency plans ready both for provision of extra flights from the area and for complete re-routing of all services."

Other international airlines have

already suspended some services to the Middle East. South African Airways has also suspended services to Israel, and the Dutch KLM airline has announced plans to reduce flights there.

Pan Am announced last week that it was suspending flights to Israel and Bahrain, while Cathay Pacific has stopped flights to Bahrain from London and is re-routing its services to Hong Kong via Helsinki.

British Airways said that demand had been heavy on its routes from the Gulf region including Abh Dhabi, Riyadh, Dhahran, Dubai and Bahrain. It said it was putting extra capacity on these routes "to meet anticipated

increased demand for seats up to the January 15 deadline."

It is understood that demand for seats to the region is being increased by the needs of military personnel, as the build-up of troops in the Gulf continues.

Airlines are increasingly concerned about Iraq's latest threats to launch terrorist attacks in the west and are understood to have taken measures to increase security.

BAA, the operator of Heathrow airport, London, said that it was on a "normal security high level" and that any change would be instigated by the Department of Transport. "We do have contingency plans."

## Yeltsin refuses Moscow call for extra cash to balance budget

By Quentin Peel in Moscow

MR BORIS YELTSIN, leader of the Russian parliament, threw the Soviet leadership into disarray at the weekend by refusing to provide extra finance to narrow the central government's yawning budget deficit.

He rejected suggestions of a compromise between the all-union government and the Russian government, and warned: "We are talking about a war of the budgets."

His renunciation of an apparent peace agreement last week came as President Mikhail Gorbachev published a decree on land reform which could also set the Soviet leader at loggerheads with Mr Yeltsin, his arch political rival, and the Russian parliament.

The deal is intended to set up a land bank for developing private plots of land but it falls short of the outright private land ownership - as opposed to leasehold - which Mr Yeltsin wants.

Mr Yeltsin has clearly decided to raise the confrontation stakes at a time when his

leading officials, and those of the central government under Mr Gorbachev, had made big strides towards compromise on the crucial budget question.

The Russian leader's popularity stems from his constant opposition not just to Mr Gorbachev but to the perceived dictatorship of the central government and Communist Party bureaucracy.

At a time when the Soviet leader appears to be attempting to reinforce that rule, he may well have decided it was no moment to co-operate, in spite of the threat of huge economic dislocation without a national budget.

Mr Yeltsin said the Soviet government was demanding Rb105bn (\$302.65bn at the official exchange rate) from Russia towards the current budget, but Russia was not prepared to hand over more than Rb78bn. However, that is already much more than the Rb53.4bn first offered by the Russian government.

He said he was alarmed by

the optimistic interview given by Mr Gorbachev to Soviet television last week, in which the Soviet leader suggested that agreement had been reached between the republics and the union on principles for the division of revenues and spending in the 1991 budgets.

He said the draft agreement drawn up by the Federation Council, the supreme executive body under the president which brings together all the Soviet republics, must be amended. Russia submitted an alternative version on Saturday.

State spending is in chronic deficit at every level of Soviet authority.

Over the past year those deficits have been handled by massive recourse to printing money - some Rb54bn, instead of the Rb10bn planned. The budget row is primarily an attempt to shift the deficit burden back to the top, where money can go on being printed.

Editorial Comment, Page 8



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Heinrich Weiss, the new 48-year-old head of the BDI, Germany's most important employers' association, surveys his new constituency with a contentment that sometimes verges on the complacent. Page 26

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## FT SURVEYS: THE FT EUROPEAN 500



This definitive ranking of Europe's industrial and commercial power-houses appears Thursday.

ACQUISITIONS, for decades a way of life for British and US companies, have now become a powerful force reshaping the market values of publicly quoted European industry. That is the lesson of the new FT European 500 survey of the top 500 companies in Europe, which appears on Thursday.

Changes among the top 10 mirror the acquisitive activity of a number of German giants, but how far must they move to displace the British companies that have dominated the corporate map?







## INTERNATIONAL NEWS

Victor Mallet on Iraq's view of the conflict

## Further gesture likely from Baghdad

THE main problem for those who favour a compromise with Iraq in order to avoid war in the Gulf is that Baghdad has so far shown little public indication of wanting to compromise.

President George Bush, in other words, is not the only man to have expressed a desire for a compromise. The Iraqi withdrawal from Kuwait and a resolution of the Arab-Israeli dispute.

Although Iraq has paid lip service to the Palestinian cause and to linkage between the two issues, it has publicly and defiantly expressed its determination to stay in Kuwait in perpetuity - a contradiction which seems to make nonsense of any deal suggested so far by wavering members of the multinational alliance.

President Saddam Hussein

## View from Paris

## Saddam could win with ease - without necessity of war

By Ian Davidson

WITH nearly a week to go before the UN deadline, and two days before the meeting between Mr James Baker, US secretary of state, and Mr Tariq Aziz, Iraqi foreign minister, the world seems poised on a knife-edge between war and peace. But the nature of the bargaining process is such that President Saddam Hussein has a range of options for winning hands down, if he chooses to take them.

Mr Baker insists the purpose of his meeting on Wednesday is not to negotiate with the Iraqi foreign minister, but to impress on him the disastrous consequences for Iraq of its present policy. For their part, the European Twelve sought a separate meeting with Mr Aziz, but were rebuffed.

The French presidency has insisted that last week's visit to Baghdad of Mr Michel Vauzelle, chairman of the foreign affairs committee of the National Assembly - who arrived unexpectedly in Tunis yesterday - was an entirely private and unofficial initiative, without a message or a mandate from the French government.

But no one believes these disavowals, since it is obvious the Americans and Europeans are desperately anxious to find an alternative to war. If these meetings are not negotiations, or at least signals of a move towards negotiation, it is hard to see their purpose.

Unfortunately, the UN coalition now hangs together only through the dialectic between two absolutes: total Iraqi withdrawal from Kuwait, or war. Western governments insist in public that there can be no negotiation and no compromise, not just because the absolute dialectic is legally unquestionable and politically simple, but even more because they dare not admit the existence of other, intermediate, options since these would make international consensus impossible to sustain.

But the cohesion of the UN coalition on the basis of its absolute dialectic has only been made possible by the equal and opposite absolutism of Mr Saddam.

It is only his insistence that he will not surrender an inch of Kuwait, and that it will remain the 19th province of Iraq, which has sustained the unity of the UN coalition, and indeed has driven the ratchet of successive UN Security Council resolutions ever closer to war.

Mr Saddam went to move slightly away from his absolute position, he would immediately make it virtually impossible for the UN coalition to sustain

did it again only yesterday, saying that the "return" of Kuwait to the Iraqi motherland was a reality "for the present and the future".

When asked about possible Iraqi concessions, Mr Saddam's ministers repeatedly refer to his opportunistic "linkage" proposal of August 12, even this, which was designed to soften the unacceptably fierce international reaction to his invasion, only hints obliquely at an eventual withdrawal.

It calls for an immediate Israeli withdrawal from occupied territory in "Palestine, Syria and Lebanon", a Syrian withdrawal from Lebanon, and only then for "the formulation of arrangements for the situation in Kuwait" on a similar basis.

The Iraqi leader also called

for the withdrawal of US forces from Saudi Arabia and the lifting of all sanctions against Iraq.

As it stands the Iraqi position is unlikely to be taken seriously by the US, but it would be characteristic of Mr Saddam to make a further gesture in the next few days, either to confuse his opponents or because he realises that a war - however damaging in the long term to western interests in the Middle East - would be disastrous in the short term for his own regime.

To be credible such a gesture, whatever demands it contained, would have to include an actual or promised withdrawal from Kuwait, whether partial or complete.

It may be significant that the Palestine Liberation Organisation - effectively one of Iraq's

allies - suggested in a recent radio broadcast that Iraq should stage a partial pullback to deprive the multinational forces of an excuse to attack.

It would not be impossible for Mr Saddam to announce a withdrawal a few hours after declaring his determination to keep Kuwait in perpetuity.

The Iraqi president has created an extraordinarily effective police state where dissidents are killed, and unlike Mr Bush he is not buffeted by public opinion or an independent Congress; on August 15, desperate to secure his eastern flank as the confrontation with the US developed, he made a U-turn and capitulated to all Iranian demands arising from the 1980-88 Gulf war.

If Iraq were to concede at least the principle of a withdrawal from Kuwait, it could

immediately draw on the sympathies of those who argue that Arabs have as much right to lethal weapons as Israelis; and that UN Resolution 242 (the 1967 measure urging an Israeli withdrawal from occupied Arab land in exchange for peace) should be implemented as forcefully as Resolution 678 of 1990, which authorises the use of force to drive Iraq out of Kuwait.

Most Iraqi demands, however, are seen in the west as face-saving devices to persuade Mr Saddam to withdraw with some of his dignity intact, instead of fighting a war.

In particular, the German and French offers of democracy in Kuwait have held little real attraction for Iraq since its army discovered that not a single Kuwaiti was prepared to collaborate publicly with the



THE GULF

Iraqi forces, however much opposition there may have been to the ruling Al-Sabah family.

In any case neither Germany nor France are likely to have much influence over the political life of a future Kuwait, nor have they explained why they are offering Kuwaiti democracy to what is arguably the most undemocratic regime in the world.

Whatever concessions Mr Saddam announces, he is unlikely to be believed by a sceptical Washington unless he puts his promises into effect immediately.

## View from Washington

## No negotiations and no compromises, Bush promises

By Peter Riddell, US Editor

THE Bush administration has limited public expectations of Wednesday's meeting between Mr James Baker, the US secretary of state, and Mr Tariq Aziz, the Iraqi foreign minister.

As President George Bush pointed out in a weekend radio address: "Secretary Baker will restate, in person, a message for Saddam Hussein - withdrawal from Kuwait unconditionally and immediately, or face the terrible consequences."

There will be, according to the White House, "no negotiations, no compromises, no attempts at face-saving and no rewards for aggression."

The meeting, a modification of the earlier US call for direct contacts in Washington and Baghdad, is being seen as a means both of reassuring domestic American opinion that Mr Bush is "going the extra mile for peace" and of ensuring that the unity of the coalition is not undermined by a series of separate diplomatic initiatives, such as the European Community offer of talks with Mr Aziz.

Both Mr Baker and Mr Brent Scowcroft, the president's national security adviser, yesterday presented the meeting as a last chance of delivering the message that the US is serious about its threat to use force to eject Iraq from Kuwait unless there is full compliance with successive United Nations resolutions requiring complete withdrawal.

There were at pains to stress that there will be no private deals or understandings. While there have been unconfirmed suggestions that Mr Baker has been keener on pursuing talks than the White House, he yesterday sought to avoid the impression that the Geneva meeting would be the start of a process of negotiations.

He unequivocally ruled out any subsequent meeting in Baghdad on the grounds that this would be too close to the January 15 UN deadline and

would allow Mr Saddam scope for manipulation.

By insisting on unconditional Iraqi withdrawal from Kuwait and no reward for aggression, Mr Bush is leaving President Saddam with little room for manoeuvre.

The only assurances the US will offer is that Iraq will not be attacked if it complies with the UN resolutions. Moreover, after withdrawal there can be talks between Iraq and Kuwait about the disputed territories.

The long-standing Palestinian question must also be addressed, though there can be no linkage between the current crisis and any eventual Middle East peace conference. However, Mr Bush admitted on Friday that "we can't tell anybody what he can bring up at a discussion."

While US officials are taking an uncompromising view of the Geneva meeting and are pessimistic about the chances of an early diplomatic breakthrough, there are several possible complications. First, if the Geneva talks merely involve a re-statement of familiar positions, and are seen as having failed, will the unity of the coalition be undermined by any revival of separate EC talks with Baghdad?

Second, if Iraq appears to be shifting, however slightly and uncertainly, can Mr Bush be seen to dismiss further discussions, including a visit to Baghdad by Mr Baker?

Third, if at the last minute, next weekend, Mr Saddam promises at some date to withdraw from Kuwait, will the coalition become divided, with many European countries eagerly grasping the offer and the US standing back and insisting upon immediate completion of withdrawal?

Amid the current flurry of diplomatic activity, Mr Bush believes he can only secure a peaceful solution by sticking absolutely to the US's often-stated objectives and by not hinting at any compromise.

## Ortega to discuss peace plan

By Tim Coone in Managua

A LAST-minute proposal to resolve the Gulf crisis peacefully is to be discussed in Baghdad later this week between President Saddam Hussein and former Nicaraguan president Mr Daniel Ortega.

Mr Ortega said at the weekend that the proposal involved "a gradual, but unconditional, total withdrawal of Iraq from Kuwait".

The frontier dispute between Iraq and Kuwait would then be settled through international arbitration, negotiations would be started on the elimination of weapons of mass destruction in the Middle East and the UN Security Council would be pressed "to deal with the issue of the Israeli-occupied Arab territories with the same vigour that it has dealt with the Gulf crisis," he said.

According to Mr Ortega, the proposal has the support of King Hussein of Jordan, President Francois Mitterrand of France, and Col Muammar Gaddafi, the Libyan leader. It offered a face-saving solution to the crisis, by not formally linking Iraq's withdrawal from Kuwait to the other issues but by opening up the possibility of a subsequent negotiation process.

"Withdrawal is unconditional," he insisted.

Mr Ortega departed for New York yesterday where he is to meet Mr Javier Pérez, the Cuban foreign minister, and the UN secretary-general. He is then scheduled to meet King Hussein of Jordan, the Iraqi foreign minister and representatives of the EC in Amman tomorrow and Wednesday.

He will then go on to Baghdad to meet Mr Saddam on Thursday, five days before the UN Security Council deadline expires for Iraq's withdrawal from Kuwait.

## Freighter hits mine in Gulf

A CYPRIOT-FLAG freighter

hit a mine near the Strait of Hormuz yesterday, but it is unclear if the blast means Iraq is sowing new mines in the Gulf, *Reuters reports from Dubai.*

The Greek Merchant Marine Ministry in Athens said the 6,514-tonne Demetra Beauty hit a mine in the Gulf of Oman about 120 miles from the Strait of Hormuz.

"The ship was hit in its engine room and is slowly sinking. The crew is safe and was picked up by the Oman coast guard," it said.

Lloyds Shipping Intelligence reported unconfirmed information from Saudi Arabia that another mine caused damage to an unmanned offshore oil rig in the Gulf south of Kuwait waters.

## Lebanon attack

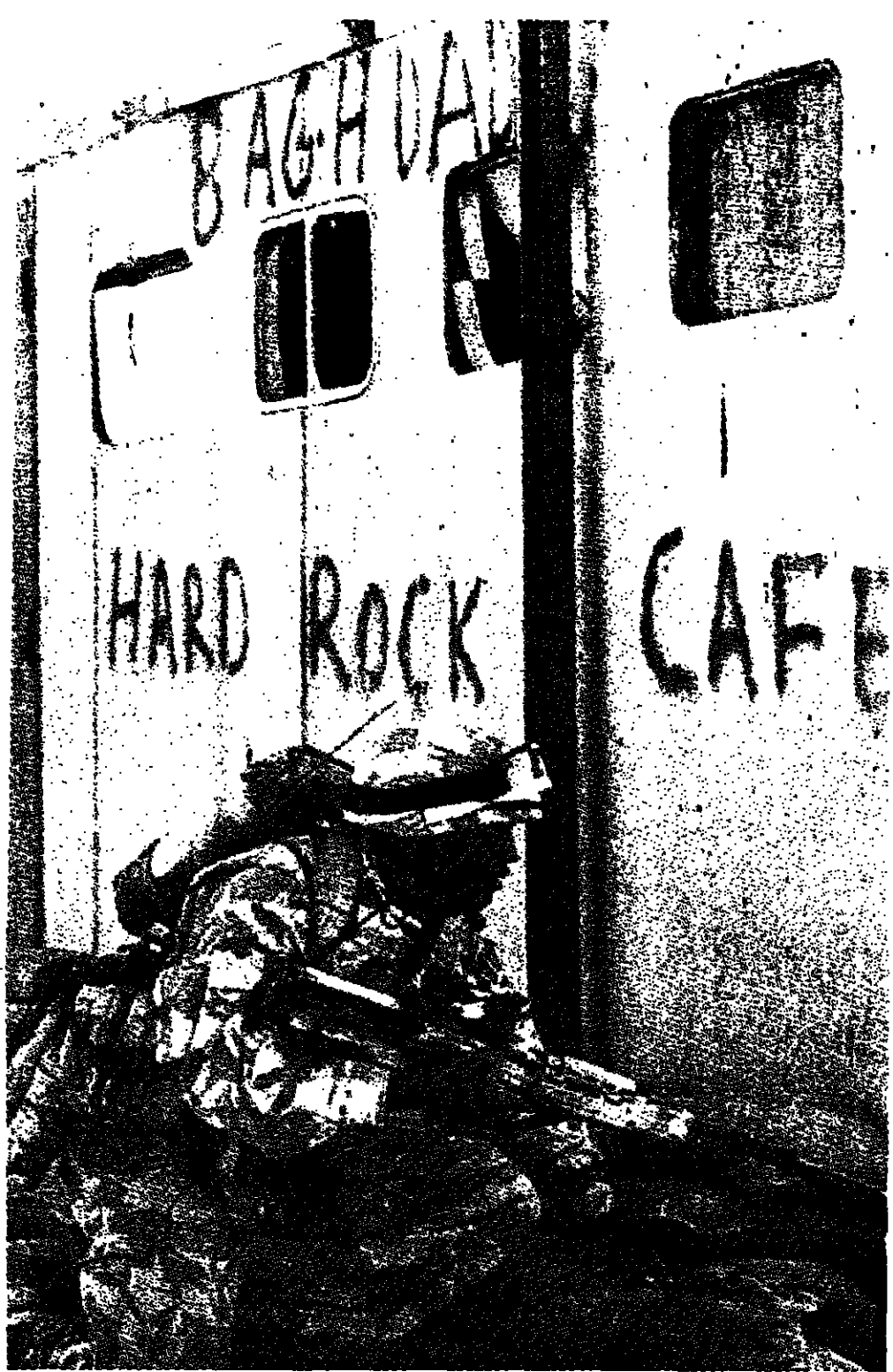
Israeli jets destroyed a base of a Syrian-backed Palestinian group in south Lebanon yesterday, *Reuters reports from Sidon.*

They said two jets fired 16 rockets into a three-building complex operated by the Popular Front for the Liberation of Palestine (PFLP) in the village of Majdelyoun, east of Sidon.

## Rushdie protest

Iranian radicals challenging Tehran's more pragmatic leaders are mounting an increasingly strident anti-British campaign over author Salman Rushdie's controversial book *The Satanic Verses*, *Reuters reports from Sidon.*

Shouting "Death to Britain" and "Death to apostate Salman Rushdie", about 500 university students demonstrated outside the British embassy in the Iranian capital yesterday demanding the release of an Iranian student held in Britain.



A British soldier crouches alongside a hut set up in the Saudi desert for combat training

## MoD to liaise with editors on framework for press coverage

By Alice Rawsthorn

THE UK MINISTRY OF Defence will today meet national newspaper editors to discuss proposals for press coverage in the event of a Gulf war, amid mounting criticism of the MoD's slow progress in finalising media arrangements.

Last week Mr Tom King, the defence minister, met senior editors from the BBC, ITN and British Sky Broadcasting to consider plans to co-ordinate and regulate television coverage of the possible conflict.

The MoD yesterday confirmed that the possibility of subjecting all television pictures sent from the Gulf to military veto had been discussed. However, it said, no final decision had yet been made.

Today's meeting will try to thrash out a framework for newspaper coverage. The subjects under discussion are likely to include the mobility of journalists in the Gulf, the

level of access to servicemen and the vetting of photographs.

The MoD may also announce that it has secured a number of visas for British journalists to go to Saudi Arabia to cover the Gulf crisis. The Saudi government stopped issuing visas to journalists in November.

For some weeks disquiet has been growing among journalists about the ministry's tardiness in making plans for media coverage in the event of war. Other governments, notably the US, have made more rapid progress.

The MoD envisages using the existing draft arrangements for media coverage of military conflicts as the basis for its co-ordination of journalists in the Gulf. The draft arrangements were drawn up after the Falklands conflict, when the ministry was heavily criticised for its handling of the media.

These arrangements are now being adapted to meet the different requirements of a Gulf war. Organising media coverage in the Gulf would be much more complex than for the Falklands.

This is partly because more journalists are likely to be in the region, which is more accessible, and partly because a Gulf war would be spread across a larger area. The Falklands war was conducted in a clearly defined area and the MoD could control access.

Journalists in the Gulf are likely to be based in specific centres, such as Riyadh, where the MoD has already established a media unit. Small groups of journalists, called media response teams, would be taken out to particular areas of conflict. They would then return to the centre to pool their information and brief their colleagues.

## View from Bonn

## Genscher offers free elections in Kuwait

By David Marsh

MR Hans-Dietrich Genscher, the German foreign minister, has held out to Iraq the prospect of free elections in Kuwait and possible replacement of the ruling al-Sabah family once the Iraqi army withdraws from the country.

Mr Genscher submitted proposals along these lines, together with an offer of diplomatic efforts to solve the Palestinian question, in contacts during the Christmas holiday with Mr Abdul-Jabbar Omar Ghani, Iraq's ambassador to Bonn.

Mr Ghani, who has returned to his post in Bonn in recent months, is a general who was in Kuwait in August playing a key role in co-ordinating Iraqi operations there.

Mr Genscher's suggestion of a "democratic" government in Kuwait, which Bonn believes would probably lead to the ousting of the ruling family, makes his stance less hardline than the positions adopted by the US and Britain.

News of the Genscher overture came as 18 German air force Alpha jet fighters flew yesterday from their base in Oldenburg in north Germany to eastern Turkey. They will be deployed there with 24 other fighters from Italy and Belgium as a Nato contribution to deterring Iraqi aggression.

The send-off from Oldenburg, which has been strongly criticised by the opposition Social Democrats, was accompanied by protests from 300 anti-war demonstrators.

Mr Genscher is sticking to the terms of the UN resolution calling for withdrawal by Iraq from occupied territory and a restoration of Kuwaiti sovereignty. But the German foreign minister is also putting maximum effort into trying to head off a war.

He will meet Mr James Baker, US secretary of state, and King Hussein of Jordan in Bonn tomorrow. During the holiday period Mr Genscher held telephone conversations with Mr Baker, along with several counterparts from other European countries and Prince Saud, the Saudi foreign minister.

Mr Genscher has also been trying to exploit contacts with the Yugoslav government, which enjoys good relations with Baghdad.

A Bonn Foreign Ministry spokesman said yesterday that Mr Genscher met Mr Ghani at least once during the holiday period. He could not confirm a German newspaper report that the minister received the Iraqi ambassador no less than four times at his house in Pech, just outside Bonn.

In his repeated statements on the Kuwaiti crisis, Mr Genscher has stopped short of backing a return to rule of the al-Sabah family. In a speech to the Bundestag in November he called for free elections in Kuwait after the ejection of Iraq.

Mr Genscher has also backed the idea of an international conference to solve the Palestinian problem.

## Aziz urged to reconsider rejection of EC talks

By David Buchanan in Brussels

THE European Community yesterday urged Mr Tariq Aziz, the Iraqi foreign minister, to reconsider his refusal to talk next week to EC representatives.

Mr Aziz's unexpected refusal to go from his agreed meeting with Mr James Baker, US secretary of state, in Geneva on Wednesday to Luxembourg the following day to meet three EC foreign ministers disappointed officials. It is being read as a sign that Iraq may be interested only in a public confrontation with the US this week, and not serious negotiation.

On Saturday the Iraqi Foreign Ministry said Mr Aziz was declining the invitation of talks in Luxembourg, offered by EC foreign ministers on Friday. It said this was because European policy was dictated by Washington and the Community had behaved badly by effectively retracting in December an invitation for EC-Iraqi talks, after the US and Iraq had

failed to agree a timetable for their own.

If the Europeans wanted a dialogue, "we would be happy if they came to Baghdad," the ministry said.

Mr Mark Eyskens, Belgium's foreign minister, said yesterday that Iraq would have to "take the consequences" of its refusal to meet in Luxembourg. The EC was not going to let itself be humiliated to the point of travelling to the Iraqi capital.

The minister summed up widespread European surprise at what he called Baghdad's "mistaken appreciation" of the EC position.

While the Community strongly backed the US in demanding fulfilment of United Nations' resolutions, it also realised because of "its long-standing close relations with Arab countries," the need to resolve other crises in the Middle East, such as the Palestinian issue, he said.

## Air-medical reservists just want to get it over and done with

By John Authors

RESERVISTS from the Royal Auxiliary Air Force have assembled for Gulf duty, which could include flying casualties to the UK in Hercules transport aircraft.

The Ministry of Defence yesterday confirmed that contingency plans have been made with regional health authorities for beds to be made available in the UK.

Squadron 4826, which handles aeromedical evacuation, was formed in September 1963, and has not been called up for action before. The vast majority of its 135 members have never experienced military service.

Many come from civilian medical backgrounds, but the squadron also includes a company director, a post-

man, secretaries, and a village stone-mason from North Wales. More than half are women.

In the week before they leave, their refresher training at RAF Hullavington, Wiltshire, will also cover treating patients wearing nuclear biological and chemical (NBC) suits.

This complicated manoeuvre, which the volunteers demonstrated on Saturday, involves covering the suit full of fuller's earth.

The "earth" is treated to disinfect against radioactive fallout and chemical weapons. Most of it, ironically, is based on sand from the Saudi Arabian desert.

Volunteers then need to cut the suits open, almost a surgical operation in itself, before treatment can start.

The reservists need to wear NBC suits themselves. They have all done this before, but not in the high temperatures expected in Kuwait.

Duties include assessing casualties' fitness to fly, evacuating from the battlefield to mobile hospitals, and tending patients while they are in transit.

The squadron also expects to make shuttle flights, taking victims back to the UK for hospital treatment.

Most of the equipment needed is already in position in north-east Saudi Arabia, and an advance party of about 10 will leave on Wednesday. The rest of the squadron will follow at the end of the week.

The call-up has caused some drastic changes in domestic arrangements. Two reservists brought forward their weddings to Thursday, the last possible date. Among those flying are a mother and son, and two married couples.

None of the reservists seemed happy to be going, although there were no complaints. Apprehension was greatest among those without a military background.

Miss Amanda Tolman, a nurse from the casualty department at Westminster Hospital, said the possibility of being called up to war has not been in her mind at all when she signed up. She enjoyed serving in the squadron because it gave her more opportuni-

ties to play hockey and squash.

"It was the not knowing which was the worst bit - only knowing on Thursday. I just want to get it over and done with, really. I'm not married, but I haven't seen my mum yet."

Mr Richard Gregorczyk, a stone-mason from North Wales, said he had joined for a hobby, and the possibility of going to war had not occurred to him. "I don't think there's much fear within us, but there are mixed emotions. It's like a bad dream. These of us with families bear the greatest burden."

But Mr Chris Hopkins, whose wife, Joy, is also in the squadron, said he was less apprehensive than when he was on duty in Northern Ireland.

مكرام الأصيل



## INTERNATIONAL NEWS

## Securities firms look across borders

Richard Waters on how bankers and brokers are preparing for battle

THE banks and brokers which dominate the European securities business are preparing for battle. While some securities markets - notably the telephone market for eurobonds, based in London - have long had a strong international character, others remain parochial, in thrall to local cartels.

Change is in the air. It is coming from two directions: the gathering wave of deregulation that has been washing across the continent's financial centres since the mid-1980s, and the coming of the EC's internal market. The 1992 bandwagon has created a surge of interest in cross-border investment from the institutions which act as the guardians of mass capitalism - the mutual funds, pension funds and others which dominate international investment.

Against this background, the intermediaries who service the flows of international capital - the banks and brokers, and the exchanges through which they transact their business - have been largely slow to respond.

National exchanges have only recently begun to look for ways to break down the barriers between them to create better ways for investors to trade across borders.

Meanwhile, the banks and brokers, many of which continue to rely on a large share of business in their domestic markets, are beginning to explore ways of securing their places among the handful of intermediaries which could eventually dominate European share trading and distribution.

The resolution of two current debates will determine the outcome. These are over the regulations to cover the EC's open investment market, enshrined in the planned directives on investment services and capital adequacy.

The planned Investment Services Directive was stalled in the dying days of the Italian presidency of the EC, and now needs a kick-start to break a deadlock. On the one side, the French, Belgians, Spanish and Italians argue that all securities business should pass through recognised national exchanges, to give investors (particularly personal ones) the highest level of protection.

No business should be conducted off-market - or if it is, investors should give express permission for their dealing to bypass the organised markets (the latter was a compromise floated towards the end of last year).

Opposing them, the British, Germans and others say there is no need to limit trading in this way, and that investors would suffer from the built-in inefficiency of being forced to deal through monopoly institutions. Critics of the French-led camp have claimed its adherents are inspired by protectionism.

According to this view, the Paris authorities are motivated mainly by a desire to seize business back from SEAQ International, a telephone market in London set

up five years ago which has won a large share of the business in leading continental European stocks (as much as a third of the trading in some French and Italian shares is handled in London, and a sizeable chunk of the business in leading German and other stocks).

However, the argument over the directive goes much deeper than this. At issue could be whether European share trading should become the preserve of a handful of banks, or whether it is opened to a wide range of intermediaries. Seen from this perspective, it is the French who are fighting against protectionism. The intrusion of



THE EUROPEAN MARKET

national pride, the egos of established stock markets and the fight among financial centres for leadership in Europe all help to complicate this picture.

Off-market trading favours institutions which already have a big market share. Smaller competitors and other outsiders suffer from being excluded from much of the trading done. This in turn strengthens the position of the market leaders. The eventual effect is to fragment a central stock market, breaking it into a small number of proprietary markets.

The result: an internalisation of stock markets into a small number of banks. This, according to some observers, is the direction in which securities business is inexorably moving. At present, European securities business is delicately poised. In countries such as Germany, a handful of banks dominates securities trading. These institutions are able to harness powerful in-house fund management arms to feed their brokerage business.

In Paris and London, this tendency has yet to take hold - though observers of the Paris market believe it is fast following the German model, driven by the desires of leading banks to ape their German counterparts. London, by comparison, remains largely open - the fund management arms of integrated securities houses guard their independence jealously, rather than channeling all their business to in-house brokers.

The leading London-based securities firms would be among the main casualties if other national markets become closed, a factor which prompts some of them to question the fervent opposition of the British authorities to the French proposals for the Investment Services Directive. "They are being a bit blinkered, coming at it just from UK practice," says an executive in a leading London house. Another, Mr James Ferguson, joint chief executive of James Capel, predicts that the internalisation of securities business will continue to hold back the internationalisation of the intermediaries involved in the business.

Commenting on the tendency for fund management business to be kept in-house, he says: "That integration will not lead to the development of pan-European securities houses."

Some internationally-minded houses have already established strong brokerages outside their domestic bases - such as the acquisition by the British Warburg Securities of a leading Paris broker, Baccot-Alain. The opening up of national stock market cartels is aiding such acquisition. But these brokerages could remain outsiders, cut off from the fund management business of the local banks.

Seen from this perspective, dominance of the European securities business will only come from alliances among existing strong national houses. Such liaisons, expressed in cross-ownership, are just beginning to develop.

A second EC directive will also play its part in determining the outcome. This is the Capital Adequacy Directive for non-bank securities firms. Many non-bank firms fear that, by imposing more stringent capital requirements on them, the directive tacitly favours banks. It has yet to be finalised: when it is, the rules will be carefully pored over by securities houses keen to discover whether they have an independent future outside the banking community.

Meanwhile, big plans linked to the EC's internal market are fast becoming less important to many securities houses than a more pressing question: how to survive in markets which, since last August, have seen a sharp fall in the volume of business.

The Iraqi invasion of Kuwait signalled a significant downturn in trading on most national markets. At the same time, the capital crisis that has hit many banks around the world - though leaving Europe's leading banks better off than most - will further test the will of these institutions.

"Very few people have cut back yet on their grandiose 1992 plans," says one securities house with grandiose plans of its own. The coming year is likely to reveal which institutions simply do not have the stamina to make a play for a strong position in European securities trading.

## UK NEWS

## Blue Circle to raise cement prices

By Andrew Taylor, Construction Correspondent

BLUE CIRCLE, which supplies half of all the cement sold in Britain, is expected today to announce an increase in UK prices of more than 5 per cent.

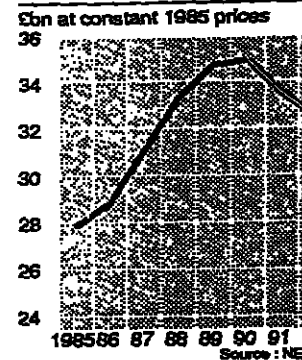
The move is likely to surprise the British building industry. It comes against a background of declining UK construction output, falling cement sales and rising manufacturing costs.

The three large British cement manufacturers - Blue Circle, Castle and Rugby - previously raised prices by about 6 per cent in March last year. The increases mostly failed to stick as competition between cement manufacturers grew.

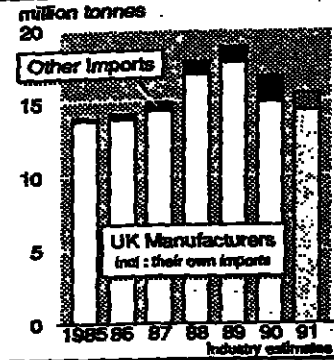
In September Blue Circle said it had been forced to reduce its prices to regain market share lost as a result of price cutting by Rugby and Castle.

This makes the increases

## Construction output



## Cement sales



due to be announced today, and planned to take effect on March 1, all the more surprising.

Blue Circle will argue that the increases are necessary to offset rising costs. A new wage agreement affecting the company's 3,300 UK cement workers is to be negotiated early this year and is expected to

produce increases of around the current annual inflation rate, of 9.7 per cent.

Cement sales by the three manufacturers are estimated to have fallen by more than 14 per cent last year to 14.9m tonnes from a peak of 17.4m tonnes in 1989.

Blue Circle's UK cement profits which reached a record

£110.1m in 1989 are forecast by brokers to have fallen last year to between £70m and £75m. Profits are expected to fall even further this year even allowing for price increases.

The group says it would be in the best interests of other manufacturers which also have seen earnings and margins fall substantially, to raise their cement prices by a similar amount.

It has already shown it would be prepared to cut its prices again to maintain market share if Rugby and Castle fail to follow suit.

Blue Circle charges a basic ex-works price of £23.15 a tonne for bulk ordinary portland cement. Delivered prices vary considerably depending upon the distance travelled and the size of discounts available.

Three quarters of the group's sales are bulk cement of which half goes to 12 companies mainly for concrete and concrete products.

## Land Rover increases its output by 25%

By Kevin Done, Motor Industry Correspondent

LAND ROVER, the maker of four-wheel-drive vehicles, increased output last year by 24.8 per cent to a record 68,621 from 55,000 in 1989, the company announced yesterday.

Production at the Solihull plant, which was helped by the successful launch of the company's Discovery range, last year exceeded the previous peak of 64,814 achieved in 1975.

Land Rover, a division of Rover, the vehicle-making subsidiary of British Aerospace, introduced the Discovery in November 1989 as a third, mid-range model in addition to the existing Range Rover luxury four-wheel-drive and the Defender utility vehicles.

Land Rover has established itself as the most successful European maker of four-wheel-drive leisure utility vehicles in a market that is otherwise dominated by Japanese rivals. About three-quarters of production is sold abroad.

It has proven itself the most profitable part of Rover Group, which was acquired by British

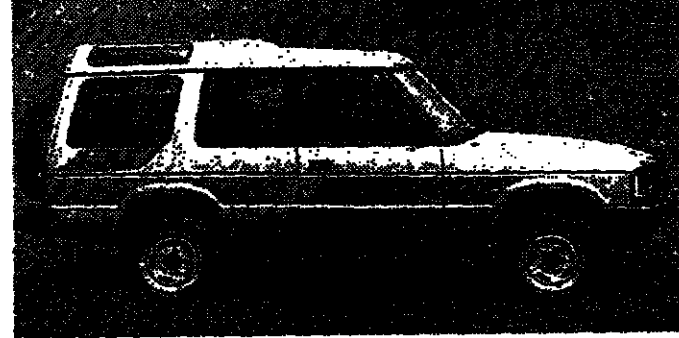
Aerospace in 1988 and in which Honda of Japan acquired a 20 per cent interest last year.

Discovery production, which is running at 630 a week, totalled 23,066 compared with the 3,749 produced in the final months of 1989.

Output of the Range Rover fell by 15.1 per cent to 24,202 from 28,513 in 1989, while production of the re-badged Defender - previously sold as the Land Rover utility vehicle - fell by 6 per cent to 21,363 from 22,738 a year earlier.

Output of the Range Rover, which is expected to be replaced by a new generation model in 1993 - a project currently under development code-named Pegasus - is running at 510 a week, while Defender output totals around 480.

Land Rover's vehicle output has risen steadily in the last four years from 41,290 in 1987. Successful model development and the opening up of new segments and export markets



Land Rover's Discovery: the new vehicle which has significantly helped the Midland company's production figures.

have compensated for the shrinking of its traditional utility vehicle sales in developing countries and have greatly increased the profitability of the product range.

When production peaked previously in 1975 utility vehicle sales at 54,288 accounted for 84 per cent of deliveries with Range Rover accounting for a sales volume of only 10,516.

Rover is investing about £50m a year in manufacturing and product development for the Land Rover division. It is investing an extra £11m in tooling and equipment to remove production bottlenecks for Discovery.

Range Rover sales in the US fell last year by 5 per cent to 4,582 from 4,822 a year earlier in the face of declining overall demand for new vehicles.

## Emergency supplies bound for Ethiopia

A SHIP loaded with emergency food supplies destined for the famine-stricken Ethiopian provinces of Eritrea and Tigray left the Red Sea port of Djibouti yesterday, Julian Ozzanne reports from Djibouti.

The two-day voyage to the rebel-held Eritrean port of Massawa marks a breakthrough in attempts to save an estimated 4m people at risk from starvation in a region hit by civil war and almost total crop failure.

The shipment of 10,000 tons of wheat, fuel and patrol vehicles will be the first to arrive through Massawa since the Eritrean People's Liberation Front (EPLF) overran the government troops in the port last February and scotched a UN plan to use the port for emergency famine relief.

The UN Food and Agriculture Organisation estimates 750,000 tons of food aid will be needed in the first eight months of 1991 to prevent widespread death from famine in Eritrea and Tigray.



An Ethiopian woman working in fields near Wukro

## Djibouti plays large role in Gulf build-up

By Julian Ozzanne in Djibouti

ONE of Africa's micro-states is playing a disproportionately significant role in the military build-up in the Gulf. For years pro-western Djibouti - population 500,000 including refugees - and its modern port has been an important refuelling stop for ships patrolling the Gulf. The French have also maintained a 4,000 troop presence since independence in 1977.

The numbers of British, American, French and Italian warships, either bound for the Gulf or returning home, stopping at the port has more than quadrupled in the past six months to between 20-30 every four weeks to take on supplies of fuel water and fresh food.

The United States is also using Djibouti's airport to fly P3 maritime reconnaissance aircraft over the Gulf.

According to one western diplomat Djibouti is also seen as an important back-up for the blockade of the Gulf of Aden.

For Djibouti the Gulf conflict is a mixed blessing which the government is trying to exploit. While the government complains the Gulf crisis has cost them \$300m, there are signs of economic benefits flowing into the country. Moderate Arab states, led by Saudi Arabia and Kuwait, have promised Djibouti an initial \$40m assistance for its strategic position on the Gulf crisis, of which \$30m has already been given.

## Peking protesters sentenced

By Peter Ellingsen in Peking

A PEKING court has handed out relatively lenient sentences to nine people, at least six of whom students, found guilty of minor offences during pro-democracy demonstrations in 1989.

Two of the nine "repented" and were exempted from further punishment, while seven others received prison terms of between two and four years, the official New China News Agency (NCNA) said.

Although four of those jailed were on the Communist party's most-wanted list following the brutal crushing of the movement by the army on June 4, none was among the high-profile figures said to be behind the uprising and targeted by the government for harsh penalties.

Of the four on the list, Wang Youcai, general secretary of the Peking Autonomous Students Federation, received the most severe penalty, of 21 years.

Two others on the list of 21 most wanted student activists, Zhang Ming and Ma Shaowang, were imprisoned for three years. Zhang, a 24-year-old engineering student from Peking's Qinghai University, was arrested in September 1989, while Ma, 25, of Peking Film Academy and a close friend of exiled student leader Wu'er Kaixi, reportedly surrendered to police in June.

The fourth on the most-wanted list, Zheng Xuguang, 20, a member of the autonomous students federation, was caught trying to flee in Guangzhou in August 1989. He was jailed for two years.

In a move that diplomats believe is new to China, all four will have the time already spent in prison deducted from their jail sentences.

The NCNA said the nine were prosecuted in public, but there is no independent confirmation of this.

NCNA said the accused were defended by relatives or lawyers, and made confessions, but there is no independent confirmation of this.

The court, after hearing and cross-examining evidence of the cases separately, decided that some of the accused were guilty of inciting subversion against the people's government, and the overthrowing of the socialist system," the agency said.

"Some were found guilty of organising and directing the stopping of, and attacks against, armed forces enforcing martial law and performing duties of safeguarding social and public order. Others were guilty of assembling crowds to disturb public traffic and seriously undermine public order. Their actions violated the country's criminal law."

NCNA said those convicted could appeal to the People's Court within 10 days, but analysts said this was an unlikely option as all Chinese courts were guided by the policies of the Communist party, which has branded anti-government marches and sit-ins a criminal rebellion.

Diplomats said the leniency in the trials, among the first involving 1989's democracy movement, was not surprising.

The real test is when those with a higher political profile, such as student leader Wang Dan and intellectual Lin Xiao, are prosecuted," one said.

## WORLD ECONOMIC INDICATORS

## INDUSTRIAL PRODUCTION (1985 = 100)

	Nov. '90	Oct. '90	Sep. '90	Nov. '89	% change over previous year
Japan	128.4	130.0	128.4	126.6	+6.6%
	Oct. '90	Sep. '90	Aug. '90	Oct. '89	
US	116.1	117.1	116.9	114.1	+1.7%
UK	108.8	108.6	108.8	110.5	-1.5%
W Germany	116.6	119.9	118.9	112.7	+6.2%
France	113.2	113.3	115.2	112.0	+1.1%
Italy	115.7	119.2	118.1	119.3	-3.0%

Source: National government statistics

## Firebombs aimed at Ulster economy

By Our Belfast Correspondent

NORTHERN IRELAND's drive to attract much-needed investment suffered a serious setback after a co-ordinated IRA firebomb blitz early Saturday morning caused at least £10m of damage.

The terrorist onslaught, destroyed five supermarkets and several shops in greater Belfast. It was the most devastating IRA firebomb attack for several years and is thought to have been aimed at discouraging potential investors considering the province as a business location.

Belfast and several satellite towns have experienced improvements in their commercial fortunes in recent years, with national high street retailers moving in.

As a result, the IRA is understood to have been worried that life was being portrayed as "too normal".

The Confederation of British Industry in the province said the IRA seemed to be reverting to tactics of the 1970s.

## Directors signal slight rise in optimism

By Michael Cassell, Business Correspondent

COMPANY executives have become a little more confident about prospects for 1991, according to a survey carried out for the Institute of Directors.

The IoD says there has been a modest upturn in business optimism after a period of uncertainty surrounding the change in the Conservative party leadership.

Even so, half the 200 directors questioned in the first two weeks of Mr John Major's premiership remained less optimistic about economic prospects than they were six months ago.

The bi-monthly business opinion survey showed that 38 per cent of directors were more optimistic about their own company's prospects, compared with 33 per cent in October. Low customer demand and cash flow problems again emerged as by far the biggest source of concern.

Despite recessionary pressures, more than half the directors approached said their companies were still doing "fairly well", with 11 per cent believing they were doing "very well".

Only 44 per cent of company executives expected the trend

of profits to be downwards, compared with 49 per cent two months ago. They were also slightly more optimistic about employment prospects, with only 25 per cent expecting a rise in unemployment against 31 per cent at the time of the last survey.

Mr Peter Morgan, director general of the IoD, said the attitudes revealed the directors understood the tough conditions facing business in 1991. He added: "We hope that market confidence will soon permit interest rates to begin to fall and business confidence to revive."

## Receiverships more than double in 1990

By David Waller

THE NUMBER of companies going into receivership last year totalled 2,634. The figure was more than twice the level of 1989, according to figures released today by KPMG Peat Marwick McLintock, the accountancy and consultancy firm.

The worst-affected sectors were property and manufacturing, which accounted for half the total. Nearly a fifth of companies going into receivership

were in retail and distribution. The south-west showed the biggest year-on-year increase, with receiverships up 200 per cent.

In the south-east and the north-east, the rise was nearly 140 per cent; in the Midlands it was 100 per cent but in Scotland only 40 per cent.

"The statistics make bleak reading," said Mr Tim Hayward of Peat Marwick said: "Many companies, particularly

in retail, that have been holding out in the hope that a good Christmas will bail them out, will have reached the end of the road this month now that tax, property costs and interest payments have fallen due."

"We shall undoubtedly see more major retail and service industry business failures over the next six months," he said. There were 1,187 receiverships in 1989, 869 in 1988 and 550 in 1987.

## Bosch proves a vital component

Alternator plant will boost Welsh economy, writes Anthony Moreton

THIS morning the first compact alternator will run off Bosch's £100m plant beside junction 34 on the M4 motorway near Cardiff in Wales.

The lightweight alternators, a vehicle component, are the first the company has produced in Europe. They will, Bosch says, provide between 20 and 70 per cent more power than present units.

"The equipment of the future," according to Mr Joachim Burkhardt, Bosch's technical director in Cardiff and one of the two most senior Germans at the plant.

Bosch has ambitious plans. Only a year ago the payroll consisted solely of Mr Martin Wiberley, the personnel director. A local advertisement for staff produced more than 4,000 applications in the first week for an initial requirement of 300 jobs. Annual pay is around £13,000 plus shift allowances.

Technicians earn up to £18,000 - big money in these parts. The aim is to increase staff to about 570 this summer when production is in full swing. By then output should be nudging 200,000 a month; in a full year the company expects to produce 2.5m units.

Space exists for a second production hall if markets hold up. If Bosch does commission the second unit - and it confidently expects to do so by 1995 - output would be boosted to 5m units annually and the workforce would rise to 1,200.

Mr Gerhard Turner, the commercial director and the other top German, agrees that this depends on motor output holding up.

It also depends on the opposition. In Britain, Lucas is one important competitor. There are producers in France and Italy to be taken into account, not to mention the Japanese.

"We came to Wales because we saw an increasing base in the UK as the motor industry expanded, though an important part of our output will be exported," Mr Turner says.

Whether the company would have chosen the UK if it had predicted the dismantling of the Berlin Wall - with the consequent opening up of eastern Europe and its cheap labour pool - probably even Bosch's top hierarchy in Stuttgart does not know.

Expansion into eastern Europe must still be a possibility. It could even replace the planned Cardiff site.

taken by the board of management under its chairman Mr Marcus Rietich, a man whom the Welsh have assiduously and successfully courted over the past two years.

For Mr Turner and Mr Burkhardt it is enough that Cardiff is up and running and has the potential to double output within the next four years.

Their concern now is to try to find suppliers within the UK to match their exacting demands.

They pay tribute to Nissan which has improved the level of component suppliers within the British motor industry in the same way that Sony, a miles along the M4 motorway, has done for the television industry.

"We begin completely with existing suppliers in Germany, France and other countries," says Mr Burkhardt.

"But we are looking hard for British suppliers." He admits to having had "some difficulties" in finding enough of them producing the right quality.

That makes the Cardiff plant a relatively small part of a massive empire. Bosch, a private company, has an annual turnover of around £10.6bn. About half its output, but only 15 per cent of its revenue, is produced outside Germany.

For Britain, the Welsh plant is an important contribution towards the creation of a multinational industry.

If Bosch gets it right in Cardiff the possibilities of expansion are almost limitless; the reverse does not bear thinking about.



By Quentin Peet  
in Moscow

The nine member of Comecon, the Soviet trading bloc, agreed to dismantle the institution and replace it with a looser consultative coordinating body.

"For me, this is  
Comecon," Mr.  
Dlouhy, Czechoslovak  
of the economy, said  
meeting. "This mean-  
tion exists for peo-  
ples, just not to be  
the internal Soviet  
Soviet Union.  
"We do not as-  
much. Trade links  
died on a bilateral  
would give it in  
year's maximum.  
He agreed, but  
there were some  
national links."

The agreement is short of the abolition of Comecon. Czechoslovakia, in particular, is clear that the will prime the task of

two Chinese national Bank Cooperation to mutual investment and sharing of technology, management, personnel, information, and the banks of the two countries.

1. The first step is to identify the problem or issue that needs to be addressed. This involves gathering information and understanding the context of the problem.

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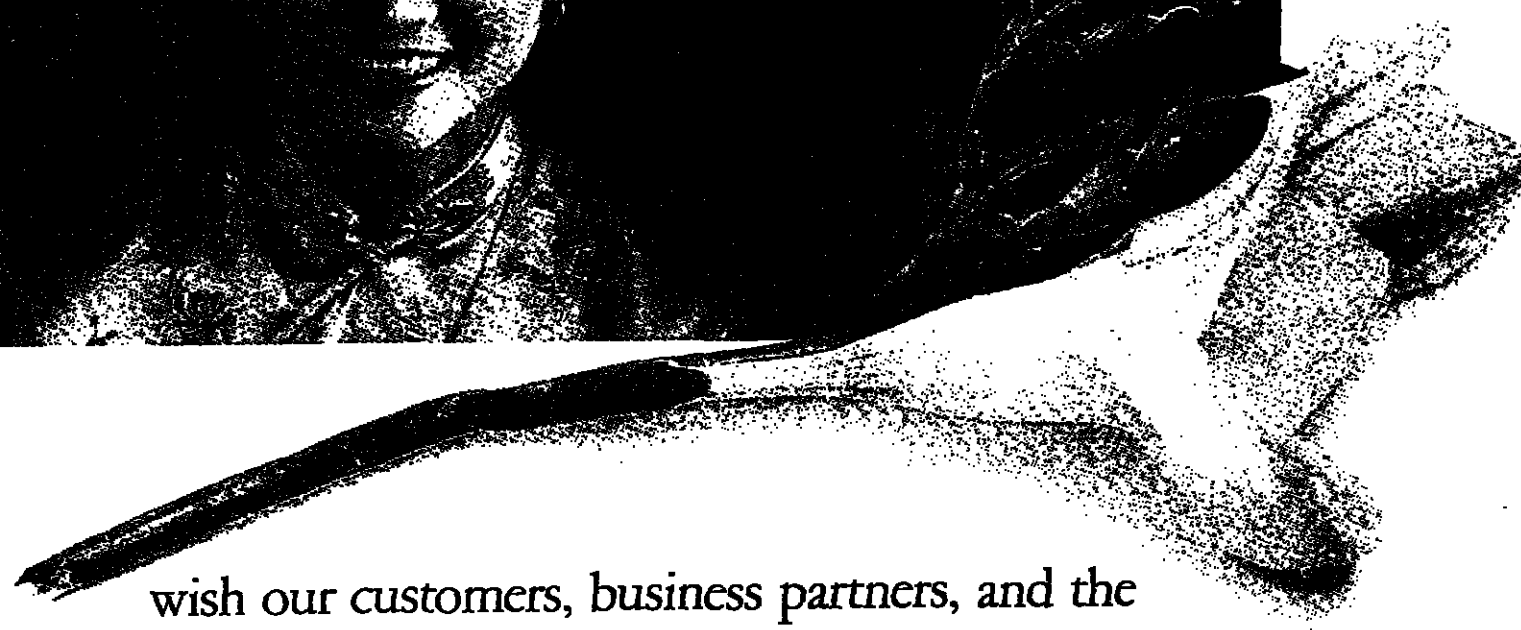
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**ocal** Our business—and yours—is the clean, economical generation of electrical power, getting it to where people need it, and its efficient use in industry, transportation, environmental control, and other key sectors.

We are at home wherever you, our partners, need us—in over 140 countries. That's the art of being local worldwide.

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## MANAGEMENT

**The initial appearance is highly deceptive: you proceed down a thickly carpeted corridor, into a bright, freshly painted room where smartly dressed women are busily tapping away at an array of word-processors. Welcome to a typical corporate office in Anytown, USA.**

In reality, this is a training centre for some of America's least privileged citizens in the gritty Connecticut town of Bridgeport. The women at the word-processors are single black mothers on government welfare, learning the skills of the office workers they hope to become.

The centre's resemblance to a real office is a quite deliberate device to build their self-confidence. It is also a tangible demonstration of a successful partnership between business and the Southern Connecticut Private Industry Council (Pic), the local arm of a federal job training programme aimed primarily at the poor.

The word-processors are part of a \$165,000 gift of equipment and software from International Business Machines, while the furniture, artwork and other equipment have all been given by local donors. Even some of the women's clothes have come from business people; the centre insists that trainees dress in a manner suitable for an office and maintains a wardrobe for those who cannot afford their own.

The educational process is as much psychological as practical. "On day one we tell them, 'you're in charge of your destiny,'" says Joyce Thomas, who runs the centre and has a good record of getting Pic graduates into work and keeping them there.

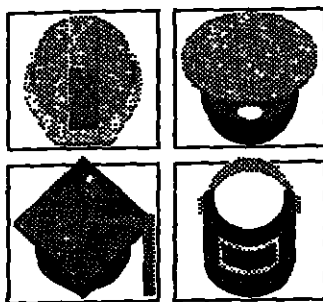
A similar self-help ideal - that local private enterprise is best suited to determining local training needs - underlies the entire Pic movement in the US, which has served as the inspiration for Britain's new Training and Enterprise Councils.

However, the Bridgeport Pic is regarded as one of the best in the US and any of the others scattered across the nation have a very chequered record. Their problems suggest that while the American system offers some good ideas to the UK, it is a far from ideal role model.

Pics emerged in the early 1980s out of the Job Training Partnership Act (JTPA), a Reagan administration reform designed to produce greater

**Martin Dickson visits a Private Industry Council in Connecticut and finds that it is atypical**

## A chequered record for the UK's role model



TRAINING ON TRIAL

private sector involvement in manpower training.

The board of each Pic has to have a majority of local businesspeople. They, working together with a minority of representatives from government and community groups, and a full-time executive team, decide how to allocate federal training funds.

Equally important is the role of the private sector in the training itself. For the Pics do relatively little teaching themselves, instead delegating most work to outside organisations - ranging from private businesses to union groups - which bid for contracts.

The contractors have to show that there is a local demand for the training they are offering - for example, through letters of support from potential employers - and they are paid in part by the number of trainees they actually place in jobs. According to the theory it is the marketplace that rules, rather than bureaucrats.

At its best the system does much very valuable work, as the example of Bridgeport shows. But the system is highly dependent on the quality of the individuals involved,

and even when performing well, it is open to the criticism that it fails to reach those most in need of help.

The Bridgeport Pic is particularly blessed. First, the geographical area it covers, together with a New England sense of community service, means there is no shortage of business talent willing to serve on its board. In fact there is a waiting list.

However, in some other parts of the country, critics say initial enthusiasm for the scheme seems to have faded, that the seniority of businessmen serving on Pic boards has consequently dropped, and that momentum has been lost.

But attracting the right businessmen depends crucially on the quality of the individual executives running a programme and on their diplomatic skills. Here, too, in contrast to some other areas, the Bridgeport scheme has been fortunate. Its director, Henry Durell, is an enterprising man with a hard-headed commercial background in retailing and, having been with the Pic from the beginning, he gives it a sense of continuity. Other staff members radiate enthusiasm for their work.

Durell believes that having businessmen in the majority on the board works extremely well. For one thing, he says, it has removed budget allocation decisions from the political arena, with its lengthy squabbles over who gets what. And his board members - who range from senior figures in local banking to small entrepreneurs - provide not only strategic direction and a feel for the business climate to the Pic, but can also give day-to-day practical advice and support services "which money



The federal job training programme in Connecticut includes nurse's aide and photocopier repair

can't buy".

But despite all this support, the Pic's budget has been shrinking since 1984, because federal contributions relate to local unemployment levels, which fell sharply in New England in the late 1980s.

However, in another display of enterprise, Bridgeport has tapped the state of Connecticut for funds, and some 35 per cent of its \$5m budget now comes from this source and is aimed at more welfare-oriented programmes, such as improving the employment chances of the Hispanic population.

But the budget squeeze has also forced the Pic to cut back on some of its more high-risk programmes, aimed at those who are hardest to train. And this highlights a major attack that has been made on the Pic system by critics who argue that it has basic flaws.

In particular, they say that rewarding private contractors for the number of trainees who get placed in jobs has created a "top skimming" bias; contractors choose for training those who would be most likely to

get jobs anyway.

John Donahue, an assistant professor at Harvard Kennedy School of Government, says it is as if doctors "were presented with a large population of patients suffering from tendonitis or brain tumours, were invited to choose two to three per cent of them for treatment, and paid on the basis of how many were still breathing when they left the hospital."

A report by the Department of Labor's Office of Inspector General in 1988 concluded that although the JTPA programme had led to 70 per cent achieving employment it was "not focusing on hard-to-serve individuals - the population segment where potentially the greatest returns on investment can be realised".

In Bridgeport, Durell acknowledges that "of the eligible population referred to them, they (the contractors) are probably going to take those they think are most likely to succeed". But he points out that the Pic tries to screen out those who would

probably get jobs anyway, all those accepted fit the deprivation criteria - and their places could be filled three times over if the budget permitted.

The Pic programme in general is also attacked for emphasising short courses that will put people in jobs quickly, rather than longer term training that will produce more enduring results. The average training period is just three to four months.

Durell says this problem is built in by the JTPA law, which does not allow Pics to pay trainees living allowances, and that in turn limits the time they are able to remain in a programme. "We once tried a one year auto mechanics training course, but they all dropped out," he says.

In some parts of the US Pics have also been strongly attacked for wasting resources, for example, by subsidising companies for training people they would have hired anyway. According to the Labor Department study this applied to about 60 per cent of on-the-job trainees.

None of these criticisms brands the Pic programme as a failure. It is certainly more successful than its predecessors in finding jobs for the poor, but it does have major flaws if it is regarded - as it should be - primarily as a welfare programme.

What it is most certainly not - and was never intended to be - is a national training programme which addresses the serious deficiencies of America's school-to-work transition in an age that demands a more highly skilled working population than before.

This was underlined in a high-powered report published last year by the influential National Center on Education and the Economy, which said that the JTPA programme was well intentioned, "but because the programmes are designed exclusively to aid the disadvantaged and dislocated populations, benefits are marginal in the labour market".

Instead, the study called for the establishment of state and federal Employment and Training Boards to take a comprehensive look at the nation's critical manpower problems. Perhaps in a few years' time this new enthusiasm will cross the Atlantic too.

*America's Choice: high skills or low wages? National Center on Education and the Economy, 30 State Street, Rochester, New York 14614.*

Previous articles in this series were published on November 28, December 3, 10 and January 2.

## UK adviser puts US Pics in the frame

**C**ay Stratton, the UK government's special adviser on its new Training and Enterprise Councils (TECs), was depressed but undaunted by a recent visit to a conference of Private Industry Councils (Pics) in the US.

Many Pics, she says, had rapidly deteriorated into low-calibre administrators of welfare programmes for the long-term unemployed.

Stratton believes that Britain can avoid this as it establishes a network of Tec's. While Britain is drawing on the US Pics experience, the aim is to create bodies in the mainstream of the country's vocational training.

Stratton, until 1988 assistant secretary of economic affairs for employment and training in the state of Massachusetts, argues that there are several very clear reasons why most Pics have failed.

A basic weakness, says Stratton, is that their structure is not a particularly workable resolution of the balance of power between the public and private sectors.

First, he says, were responsible for planning and broad policy decisions but they could not make any resource allocations or contracting decisions without the approval of the local authority. This could be a county or a municipality with widely differing political agendas for training.

Second, funds - which were substantially reduced during the 1980s - flowed through the states to the local authorities which in most cases employed the Pic staff. Stratton says this resulted in many Pics becoming little more than advisory bodies subject to the political vagaries of their pay masters.

In contrast, Tec boards in the UK are not responsible to local authorities. (Business leaders in the UK have nevertheless complained that the government, in setting funding levels tied to the delivery of specific programmes, has given them little room for manoeuvre.)

Stratton argues that Tec's have much more executive power than their US counterparts and clearer responsibilities. She says when executives joined Pic boards they were promised money, power and

influence. But in practice they only had funds for limited programmes if the local authority approved them; they often had no staff of their own and their remit got narrower as new government programmes were set up alongside them.

Stratton says she does not see the British government magnanimously Tecs in the same way or retreating from its guarantee to provide training for young people and the long-term unemployed. In the US - where Pics' only statutory responsibility is to provide training - there are no guarantees of training for young people and adult programmes have only been for the most disadvantaged.

The remit of Tec's is critically different, says Stratton, in that they are also being asked to involve themselves in education, stimulating enterprise, and local economic growth. Stratton concedes, though, that the bulk of Tec's funding is for national training programmes.

"The vision may not match the resources," she says. "But in areas like education I believe that the Tec's are less about money and more about influence and partnership."

She says that Tec's, unlike Pics, could legitimately seek real partnerships with a number of bodies including local authorities. This wider role, she argues, has been responsible for attracting a good calibre of senior executives to Tec boards.

Pic boards, she says, are increasingly being made up of vice presidents of personnel rather than chief executives who had the clout to influence public institutions or their fellow employees.

Levels of funding did play a role in keeping chief executives on boards, says Stratton, who points out that federal US funds spent on training amount to about \$3.5bn a year compared with £2.5bn in the UK. She diplomatically says that she believes the level of funding of Tec's at present is adequate. She declines to comment on government plans to reduce funding on the grounds that "if you reduce funding over time, you are reducing the breadth of what you will be in serious trouble."

Lisa Wood

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## LEGAL COLUMN

# EC proposal raises fears over flexibility of takeover rules

By Robert Rice, Legal Correspondent

**APPREHENSION** in the UK about the effect of the EC's 13th directive on company law - the takeover directive - was not noticeably reduced by publication of the latest draft in September last year.

In October the Department of Trade and Industry emphasised that the amended EC proposals did not resolve the fundamental issues. The DTI maintains that important elements of flexibility and certainty are present in the UK system for controlling takeovers. The DTI also points out that the Takeover Panel and the City Code on Takeovers and Mergers. It believes these elements are threatened by the directive.

The Law Society's influential company law committee has now added its voice to those expressing concern about the amended EC proposal. In detailed comments to the DTI, it echoes the department's concerns. It says that the ability of the UK system to meet new developments, and the speed of panel decisions, might be lost if the proposal was implemented in its present form.

The process of takeovers under the system proposed by the directive would become more bureaucratic, costly and legalistic, it says.

The draft appears to give the relevant "supervisory authority" - in the UK, the Takeover Panel - a considerable measure of discretion. But it will always have to give reasons for using that discretion.

That fact, combined with the introduction of "principles" to be followed, must inevitably circumscribe the panel's discretion and increase greatly the opportunity for challenge through judicial review. The potential for an unwelcome growth in litigation during the course of bids is substantial.

The committee says there are several structural requirements for a bid which any system of control should provide for. It adds that some of them do not appear in the latest draft. The committee is chaired by Mr Bill Knight of Simmons & Simmons, the City solicitors.

In all cases, it says, it should be a condition of any offer that the bidder will end up holding not less than 50 per cent of the voting rights of the target company. In other words, a successful bid must result in legal

control passing to the bidder. Except in the case of a mandatory bid, the committee believes that a bidder should be free to set an initial minimum level of acceptance. It feels that a bidder should also be free to waive the requirement to reach a minimum level provided that the 50 per cent test is met.

The committee says, however, that a bidder should not be allowed to set a maximum level of acceptance. It says the bidder should be bound by the minimum level of acceptance received above the minimum during the period of the offer.

● able to close a bid by giving prior notice of its intentions to do so before the end of a 10-week period, provided it has reached the minimum level of acceptance and provided the

to support the obligation to make a mandatory bid once the threshold interest has been acquired in the target.

Article 4 of the directive imposes the mandatory bid obligation, and appears fundamentally flawed. There is nothing, for example, which controls the terms of the bid which an acquirer is obliged to make.

The bid can be conditional; it does not have to be of any particular value; it does not have to be subject to a cash alternative. Most worrying of all, the bid can set a minimum percentage of acceptance which is so high - 100 per cent - as to make the percentage unattainable in practice. That will in effect defeat the purpose of having a mandatory bid obligation.

The purpose of a mandatory

bid obligation is to allow shareholders in a company where effective control has passed to an acquirer to sell their interest at a price which reflects the price paid by the acquirer in gaining control. As now drafted, the directive fails to accomplish that objective.

The committee's concern about proposals covering the supervisory authority centres on the issue of how the authority responsible for supervising the publication of an offer document is to be designated.

Before the amended EC proposal was published, the European Parliament tried to clarify that issue with a revised clause which said that the choice of appropriate supervisory authority should normally be determined by the location of the place where the securities of the target company were "first admitted to trading".

That does not improve matters much, however. Where the target company has its registered office and its shares admitted to trading in the same EC state it will be clear which is the appropriate supervisory authority.

When, for example, the secu-

## Potential for growth in litigation is substantial

50 per cent test has been met; ● able to keep an offer open after the end of the 10-week period, provided the offer has previously become unconditional, in other words that it is binding on the bidder.

There are several issues which the committee says require further amendment or clarification. In particular it is concerned about:

● provisions for selecting the appropriate supervisory authority within the EC, which seem unworkable;

● the lack of provisions supporting the obligation to make a mandatory bid once the relevant threshold interest in the target company has been acquired, which in effect renders that obligation valueless;

● the inability of the supervisory authority to give general dispensations or derogations;

● the complete freedom of offerors (bidders) to select the maximum and minimum percentages of shares to be acquired;

● the lack of clarity in the provisions relating to the conditionality of bids.

Of these principal concerns, the most worrying to the committee is the lack of provisions

to support the obligation to make a mandatory bid once the threshold interest has been acquired in the target.

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The purpose of a mandatory

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**FT SURVEYS**



## ARCHITECTURE

## The Peer and the Poultry

Colin Amery hopes that the Law Lords will reject Mr Palumbo's plans for the Mappin &amp; Webb site

Mr Peter Palumbo is in limbo. He still does not know which way the noble judges in the House of Lords are going to decide the fate of his proposals to demolish one of the last remaining chunks of the 19th century City of London. The case will be heard in the House of Lords next week on January 14.

In the Gilbertian world of political honours, Mr Palumbo was given a life barony by Mrs Thatcher in her resignation letter. He is currently at that awkward stage of being a peer without a gazetted title. Will he opt for Lord Palumbo of Poultry to commemorate his long skidish in that street?

Mr Palumbo is a peer with many seats. He is the only peer in the world with a set of modern movement houses by Miles van der Rohe and Le Corbusier. He is certainly the only peer to be much involved in a group that is dedicated to the preservation of the evidence of the modern movement in architecture. This enjoys the title of Docomomo because it is about the documentation and conservation of that period - Lord Docomomo? ... a certain exotic rhythm.

Like all enthusiasts for the extremes of the modern movement, and most peers, Lord P's main seat is a good Georgian manor in Berkshire with the odd ornament by that well known modernist, Quinlan Terry. The barony of Baginbun is perhaps too conventional. Perhaps he will settle for the decent obscurity of a Scottish title - Baron of Ascrib, after the Hebridean island where he

is building his most recent seat. That would also commemorate for his lifetime the moment when he admitted he was really a conservationist. He felt the island was too beautiful for a new building and so he and his architect, Mr Stephen Gardiner, are placing the Scottish seat underground. If only he felt the same way about the City.

While it may be fun to toy with titles in our classless society, the issue that the Law Lords will be looking at on January 14 is a serious one and we should be grateful to Lord P for giving the nation the chance, once and for all, of settling the question of when is a listed building a listed building and whether the protection currently offered by the law is working adequately.

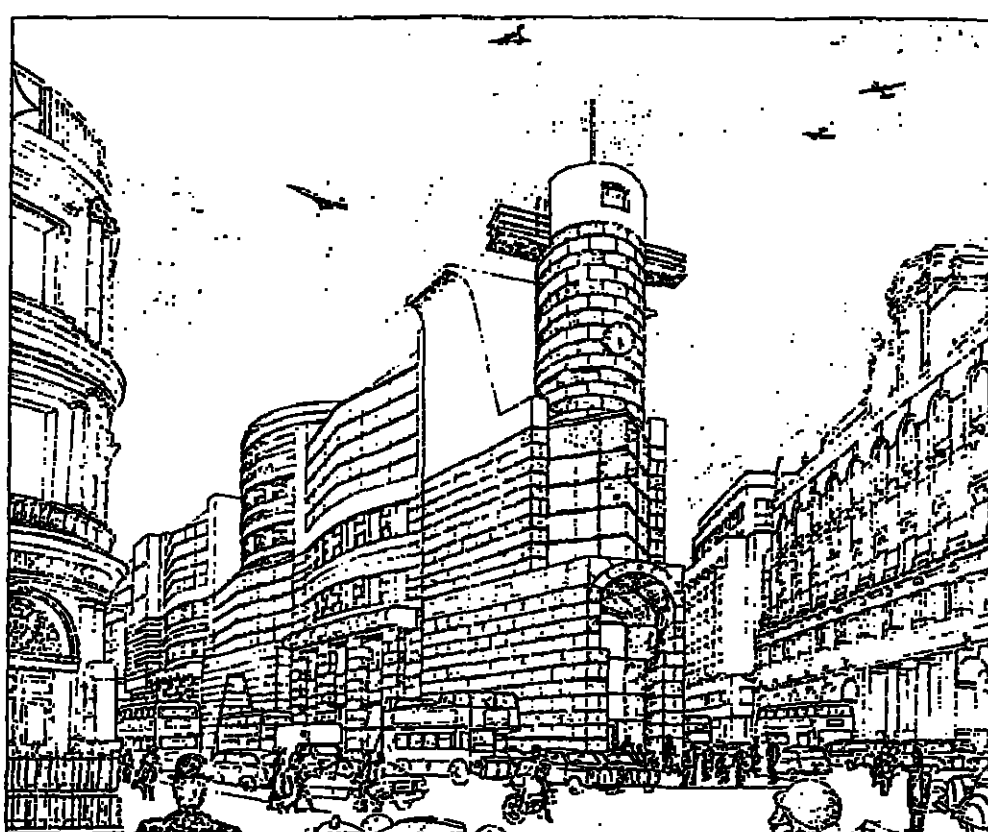
The story so far... Mr Palumbo owns a slice of the City at the end of Cheapside and Poultry by the Mansion House. It is often known as the Mappin and Webb site after the jewellery shop which has been there for so long. The site is currently occupied by a group of good 19th-century commercial buildings - the Mappin and Webb building being an interesting exercise in commercial gothic by J and J Belcher of the 1870s, with its fine circular Franco-Flemish tower at the apex of the site. There is a lot of good craftsmanship on all the other buildings - stone carving, terracotta, ironwork and so on. The site is a perfectly good commercial sense to refurbish all the buildings as shops and offices. Right of them are listed and the whole site is in an important

conservation area and is part of an Area of Special Character under the Greater London Development Plan.

Many years ago Mr Palumbo wanted a new building on the site - a tower by Miles van der Rohe with a new square by the Mansion House. That scheme was turned down at a public inquiry in 1985. The then secretary of state for the environment left a tiny loophole in his decision letter when he said that redevelopment might not be ruled out "if there were acceptable proposals for replacing the existing buildings."

There was another public inquiry. Once again the City Corporation, English Heritage and many local and national bodies were all opposed to the demolitions. This time the inquiry inspector's report was a strange illogical document that seemed to leave conservation law and argued that the replacement building "might just be a masterpiece." Mr Nicholas Ridley's decision letter after this 1989 inquiry was less certain that his inspector, but he thought the scheme to demolish everything should go ahead because the new building may be a "worthy modern addition." It is Mr Ridley's maverick departure from official conservation policy without giving adequate reasons that caused his decision letter to be challenged in the High Court and subsequently in the House of Lords.

These two courts of law came to differing conclusions, which seemed to bear out the



James Stirling's controversial designs for No.1 Poultry in the heart of the City

public feeling that Ridley and his inspector had followed neither the letter nor the spirit of the conservation rules. In particular it is clear that if a minister makes a major departure from the rules (especially Circular 8/87) he must give adequate reasons. Lord Justice Woolf's full judgment in the Court of Appeal (March 30, 1990) which quashed the secretary of state's decision (his letter of June 7, 1989) and set aside the Order of the High Court (December 19, 1989) - made it crystal clear that the secretary of state did not give adequate reasons for his decision, especially as his decision marked a major change of policy.

The conservation policy as expressed in government circu-

lars and in current practice and advice to local authorities is completely clear. When it comes to the whole question of listed buildings the presumption is in favour of preservation. "Every possible effort must be made to continue the same use or find an alternative use before any listed building consent is granted. The question of the quality of the replacement has never been an issue and cannot be because it is far too subjective and would lead to every developer making his own case for a 'worthy modern addition' on the sites of ruined listed buildings."

I hope that the House of Lords will end Mr Palumbo's limbo and not allow exceptional treatment for this City site which would be an

alarming precedent for the future of the mere two per cent of our building stock that is listed.

It has never been clear why Mr Palumbo cannot build a fine Stirling building or any other good building on another site that he owns. I would be the first to agree that we need more good buildings in the capital instead of the ever-rising tide of developer mediocrity.

Please your Lordship, refurbish your listed buildings, demolish Buckenbury House or any other indifferent slab that your companies own and earn your money by adding to London's architectural stock without diminishing it at the same time.

## SPONSORSHIP

## Guaranteed growth comes to an end

Arts sponsorship has been one of the great British growth industries of recent years, with business funding of arts events rising seamlessly from under £10m a decade ago to over £200m last year. 1991 could see an end to guaranteed growth.

Companies will be less willing to support the arts at a time of falling profits. It might seem like bad public relations to be entertaining guests at a sponsored opera, or to finance a ballet tour, while announcing redundancies. In addition some important sponsors, like British & Commonwealth and Coleroll, have already gone to the wall, while other sectors, which have been major backers, like the banks and financial services, and property companies, face particularly hard times. Unfortunately the arts are not yet seen as a priority.

Foreign companies, especially the Japanese, still view the arts as a good way of generating goodwill and contacts in an overseas market, and privatised companies, and those about to follow them, will remain an important force, but it will be a hard slog for arts companies to which verge on the dependent.

In particular business will be reluctant to renew links after the (typical) three-year-long partnership expires. The biggest arts prize, the £100,000 given by the Prudential to what the judges reckon to be the most imaginative arts company in the UK, ends its natural term this year, as does the £50,000 award for the best British film and television programme of the year, sponsored by Shell. Scottish Amicable has already announced that its aid for the Edinburgh Festival is to be discontinued. It was dissatisfied with its media coverage.

The tougher climate for attracting sponsors makes no sense of the Arts Council's Enhancement Fund, under which certain companies selected for excellence, notably the RSC and the Royal Opera House, will receive extra Council money if they can raise the same amount from business or local authorities. The City might bail out the RSC again but other local councils are severely strapped, and the likelihood of sponsors contributing an extra £10m over three years to allow a handful of Arts Council clients to justify their Enhancement money is not feasible.

The Enhancement Fund can also have a negative impact on those companies, such as Welsh National Opera, which is even more essential for the WNO to achieve its ambitious

sponsorship target but prospective backers will wonder why the Arts Council did not support it.

The Association for Business Sponsorship of the Arts must work on the new minister for the arts, Tim Renton. His predecessor, David Mellor, pointedly failed to increase the £3.5m the government contributes to the Business Sponsorship Incentive Scheme. Behind a genial exterior Mr Renton is proving to be his own man and quite capable of changing policy. However, although approaches from new sponsors for matching money from the BSIS are currently on target, the slow-down in sponsorship might mean that the frozen £3.5m for 1991-92 will be sufficient to meet the reduced demands upon its coffers.

In the next few weeks Shell must decide whether to maintain the biggest arts sponsorship in the UK - the £1m a year which it has given for the last three years to the British Association of Film and Television Arts (BAFTA). The deal ends in the summer but has now been extended for another six months. The appearance of Shell's new UK chief executive, Mr John Collins, at the recent European Film Festival in Glasgow, also sponsored by Shell, suggests that the link will be maintained, at least for another year.

The money, spent on promotional events which attract wide television coverage, such as the BAFTA awards for the best British film and television programmes of the year, educational work in the industry, and the development of British film overseas, is crucial to BAFTA, especially at a time when other backers, like the regional TV companies, face a difficult future.

Shell's decision to bail out the European Film Festival with £100,000 could be the start of an international connection between Shell and the film industry. When the Festival returns to Berlin next year it could be the first time sponsorship by all the Shell European subsidiaries. Unlike other global oil companies Shell allows its national managers to decide on the dispersal of their marketing budgets, but the Film Festival, which represents the coming together of nations east and west, offers just the right platform to launch an international profile for Shell. Sponsorship would cost around £1m and now the individual companies will be asked for their contributions.

Antony Thorncroft

## The Pitchfork Disney

## RUSH THEATRE

It is the naughty-boy aspect of Rupert Graves that makes him appealing. As the movies *A Room with a View* and *Maurice* and the play *A Madhouse in Goa* have shown, he is skilful enough to play, convincingly, characters from different classes, regions, nationalities. But always he remains not fully adult, and subordinated by a responsible, often a conscious, sense of sin. His new role, at the centre of Philip Ridley's *The Pitchfork Disney*, twists this to brilliant effect.

Graves is the 28-year-old Presley Stray; he and his twin sister Haley (Tilly Vosburgh) are set into childhood alone, in their small and shabby flat, they are a Hansel and Gretel who have stayed in the wood, obsessed by sweets, wracked by nightmares, terrified of the big wide world, still in need of parental support. Chocoholism has made their teeth black and rotten, both habitually wear kiddie-type nightwear, and they depend on pills and medicine.

This is the first stage play by Ridley, who is already known for, among other things, his paintings, his fiction for both adults and children and his screenplays for *King's Cross*.

*The Pitchfork Disney* draws several of his concerns - fear and fantasy, childhood and adult life - together. When Presley has seduced Haley, who is the more disturbed and scared of the two, he admits to the flat a young man he has seen outside, the ludicrous and



Graves as the superlatively bright Presley

narcissistic spiv Cosmo Disney (Dominic Keating) - who, to poor Presley, is an icon of virtue, glamour and self-sufficiency.

What follows is the main core of the play. Disney is a flash teenager, all bright and brittle surface. Presley is all pulp core, an adult retarded, childish and vulnerable.

Disney's overt homophobia makes an impact. I have not heard any of Ridley's three radio plays, but I can imagine that *The Pitchfork Disney* would have an even stronger effect on soundwaves alone. Something, however, that a stage play needs to make full effect, is missing here: a persuasive sense of place.

embodies all that he most violently dreads.

There are threads - especially the hefty hints that Disney is every bit as strange as Presley - that Ridley chooses to leave dangling in mid-air. I wish there were more of them.

As a voyage into the subconscious *The Pitchfork Disney* is rather too surely mapped out. Know Your Self, it says, and Face Your Phobias. Graves makes Presley's long narration of his recurring nightmare the gripping climax of the performance - listening in horror, I wriggled and thrashed around as violently as I do in an Indiana Jones thriller - but really it is not only longer than any true dream, it is also more obvious.

Ridley paces his play well, working frequent humour and odd poetic strokes of absurdity into his story. Graves and Vosburgh are both alarmingly good as the twins; Graves, playing Presley with maximum objectivity and zero cuteness, gives a gripping, subtle and, yes, oddly lovable performance. Every word, in Matthew Lloyd's direction, makes an impact. I have not heard any of Ridley's three radio plays, but I can imagine that *The Pitchfork Disney* would have an even stronger effect on soundwaves alone. Something, however, that a stage play needs to make full effect, is missing here: a persuasive sense of place.

Alastair Macaulay

## The Ring Saga

## QUEEN ELIZABETH HALL

The City of Birmingham Tonic Opera pocket version of Wagner's *Ring Cycle* - the four parts condensed into two, the orchestration reduced to chamber-ensemble proportions, the cast list pruned of smaller parts - has arrived in London for three complete performances. On tour it has been greeted with audience cheers and a general expression of critical wonderment: my colleague in *The Spectator* deemed it "a miracle". At the first of the London showings, on Thursday and Saturday, there were the same expressions of approval from a huge audience.

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A noble aim inspired the project: to desire to carry this mightiest of operatic creations into places where it has never been, for audiences not composed of opera-house habitués, in a style intended to attract newcomers rather than scaring them off (the use of Andrew Porter's superb translation, that beau ideal of the genre, is of inestimable help).

So far so good: the Jonathan Dove orchestration, once one's mental diaphragm has been re-set, proves constantly ear-opening, imaginatively fresh equally in passages dependent on timbre-contrasts and in its chamber-scale re-invention of musical grandeur. (Simply as playing, and in defiance of Simon Halley's ploddingly pedestrian conducting, the tireless CBTO

Orchestra provide themselves an astonishing feat of adaptability and simple stamina.) And Graham Vick's penny-plain production, though it demonstrates a surprising lack of engagement with the work's burning issues, and a surprising lack of colour and fantasy in its treatment of characters and spectacle, certainly tells the story straightforwardly enough.

The stepped portable theatre enclosing the orchestra, dull to look at, is capable of welcome enlargements of dimension and vista when needed. As a forcing-ground for young British Wagner singers - notably Linda McLeod (Brynhild), Yvonne Howard (Fricka and Waltraute), Keith Latham (Alberich), and Peter Sidhom (Donner and Gunther) - who can be expected to grow into the "real thing", this *Ring Saga* has shown itself particularly valuable.

But the whole enterprise really comes to grief on the absurdity of the performing edition. The necessary cramming-in of narrative results in acts of elephantine length and, worse, impossible structural transitions between the transitions between and slow buildings toward climaxes are truncated or jumbled in this way, the result is indigestible slow and protracted beyond all imagining, and in the highest degree untrue to Wagner.

The second act of Part I, containing as it did episodes from different *Walküre* acts stuck together, was the *ne plus ultra*

of this operatic equivalent of gibberish: those who know their *Ring* well may enjoy moments of passing amusement at the sheer chutzpah of some of these Dove-Vick join-ups, but these are poor compensation for the loss of intelligible dramatic momentum. I think any of the recent or current *Ring*s on television would serve the newcomer infinitely better. In any real sense *The Ring Saga* simply doesn't begin to work.

Max Loppert

## Puss in Boots

## THE PLAYERS THEATRE

The Players Theatre used to be a friendly, raffish, unpretentious, sort of place stuck under the arches of Charing Cross Station. Then a developer got his hands on the site, and the Players was forced to squat until last year when it was decanted back into a pastiche of its old club room inside the high-tech office block.

Every Christmas the Players presents a pantomime which is antediluvian in its traditionalism. Director and designer Reginald Woolley takes the text of a Victorian panto, grafts on tunes of the times, and stands well back. A year ago I enjoyed a beautifully sung version of a *Cinderella* of 1860 vintage with an attractive

cast, lots of exciting cross dressing, and no little wit.

This year it is the 1887 *Puss in Boots* of J. R. Planché and the thrill has gone. The pun laden rhyming couplets feel like so many cheap cracker mottoes on the ears and the cast sparkled like last night's cheap champagne. Sheila Burnette burst an old trooper's gut as Puss and got some support from Michael Sadler as a clean limbed and bright voiced Ralph, but what promised to be an exhilarating novelty turned out to be a museum piece.

The evening was flat, perhaps because of post-Christmas torpor, perhaps because the new theatre lacks the good natured squalor of its predecessors.

A night at the Players for the music hall which is its stock in trade has always been a hit, and miss affair, with much depending on the brio of the chairman and the availability of artists, who are either young hopefuls or resting old pros, leavened by the odd big name who feels nostalgic about his Players apprenticeship. But the new theatre seems to be promoting itself as a tourist attraction rather than a quaint British cult. The Players has always attempted something impossible - to re-create the past. It comes closest to success with bonhomie rather than through ritual.

Antony Thorncroft

## INTERNATIONAL ARTS GUIDE TODAY'S EVENTS

## AMSTERDAM

Concertgebouw 20.15 Orchestra of the Age of Enlightenment plays Bach. Wed and Thurs: Neeme Järvi conducts the Concertgebouw Orchestra in a programme of Stravinsky, Bartok and Mendelssohn (718345)

## BERLIN

DANCE Deutsche Oper 18.00 Ring um den Ring, joint-production by Deutsche Oper and Béjart Ballet Lausanne, four hours of Wagner's music choreographed by Maurice Béjart. Repeated tomorrow and Wed. Thurs: Ringletto. Fri: Alda (3410 249)

## MUSIC

Komische Oper 20.00 Funf Mädchen und kein Mann, operetta by Suppé. Tomorrow: Harry Kupfer's German-language staging of Così fan tutte. Wed: Swan Lake. Thurs: Einführung. Fri: La Bohème (2292 555)

Schauspielhaus 20.00 Simon Rattle conducts Berlin Philharmonic Orchestra in Schymanowski's Stabat Mater and Mahler's Resurrection

Symphony, with soloists Alfredo Hodgson, Arleen Auger and Willard White (2614 383)

## THEATRE

Deutsches Theater 19.30 Nachtasyl, play by Maxim Gorki. Wed: Goldoni's The Servant of Two Masters (287 125)

Schiller Theater 20.00 Weekend in Paradies, farce by Franz Arnold and Ernst Bach. Thurs: Schiller's Die Rauber (3195 236)

## BONN

Oper 20.00 Recital by Jose van Dam, with songs by Duparc and Schumann. Wed: Ringletto. Fri: Swan Lake. Sat: The Nutcracker. Sun: Die Frau ohne Schatten (773687)

## BRUSSELS

Palais des Beaux Arts 20.00 Piano recital by Pierre-Alain Volodant. Tomorrow: Les Violons du Roy play symphonies and concertos by Mozart. (507 8200)

## COLOGNE

Philharmonie 20.00 Jiri Belohlavek conducts music by Lubos Fiser, Mozart and Dvorak with the Gürzenich Orchestra. Repeated tomorrow (2801)

Schauspiel 20.00 The Seven Deadly Sins by Bertolt Brecht and Kurt Weill (221 8400)

## FRANKFURT

Kammerspiel 20.00 Pinter's The Caretaker (236061)

Opernhaus The Frankfurt Opera is closed until the main theatre reopens on April 8. Until then the

company will undertake a limited touring programme

## HAMBURG

Philharmonie 20.00 Neville Marriner conducts Hamburg State Philharmonic Orchestra in Mozart's Symphony No 32 and Elgar's Enigma Variations, with Christian Zacharias soloist in Mozart's Piano Concerto No 16. Also tomorrow (351555)

## LONDON

## MUSIC

Covent Garden 20.00 First night of new production of Capriccio staged by John Cox, designed by Mauro Pagano and conducted by Jeffrey Tate, with cast led by Kiri te Kanawa, Anne Howells, David Rendall and Thomas Allen. Also Fri: Wed and Sat: Die Fledermaus (240 1068)

Coliseum 19.30 The Love for Three Oranges, staged by Richard Jones with cast led by Anne Collins as Princess Clarina, Phyllis Crisman as Fata Morgana and Donald Maxwell as Leander. Also Wed and Sat: Tomorrow and Fri: Madam Butterfly (836 3161)

DANCE Royal Festival Hall 19.30 English National Ballet production of The Nutcracker choreographed by Peter Schaufuss. Runs till Sat (928 8800)

## THEATRE

This week's shows include Pinter's The Homecoming directed by Peter Hall, with Warren Mitchell and Charlie Lunghi (Comedy, previews). Also The Wind in the Willows directed by Nicholas Hytner and Ian McKellan as Richard III (National), Ingmar Bergman's

Scenes from a Marriage (Wyndham's), Vanessa, Lynn and Jemma Redgrave in Three Sisters (Queens), Joan Collins in Private Lives (Aldwych), Miss Saigon (Rural Lane), Andrew Lloyd Webber's Starlight Express. Aspects of Love and Phantom of the Opera. Anouilh's The Rehearsal (Garrick), Ayckbourn's Man of the Moment (Globe, closes Sat) and Absurd Person Singular (Wichet). Phone Theatreline for seat availability: Plays 0836 430859 Musicals 0836 430860 Comedies 0836 430961 Thrillers 0836 430962

## MUNICH

MUSIC Staatsoper 19.00 First night of Yuri Lyubimov's production of The Love for Three Oranges designed by David Borowski and conducted by Wolfgang Sawallisch. Cast includes Alejandro Ramirez, Artur Korn and Sabine Hass. Also Wed and Sat (221316)

Philharmonie 20.00 Munich Philharmonic Orchestra conducted by Uros Lajovic play Mahler's First Symphony and Tchaikovsky's Violin Concerto, with Thomas Zehetmair soloist. Repeated tomorrow (48098 614)

## THEATRE

Prinzregententheater 19.30 Mein Kampf by George Tabori (225754)

## NEW YORK

MUSIC Metropolitan Opera 20.00 Andrea Chénier conducted by Julius Rudel, with Lando Bartolini in the title role and Sherrill Milnes as Gerard. Tomorrow and Sun: Faust, Thurs: James Levine conducts new

production of Die Zauberflöte (362 6000)

THEATRE This week's shows include Assassins, new musical by Stephen Sondheim (Playwrights Horizons), City of Angels, musical about Hollywood in the 1940s by Larry Gelbart (Virginia), Black and Blue, an evening of classic jazz and blues with tap-dancing (Minskoff), Motel in a Box, one-man show by Spalding Gray (Lincoln Center) and Six Degrees of Separation, new play by John Guare (Lincoln Center). Ticketron (239 6200) answers inquiries and sells tickets

## PARIS

MUSIC Opera Bastille 20.30 Marek Janowski conducts Orchestre Philharmonique de Radio France in Schumann's Fourth Symphony and Mendelssohn's incidental music to Die erste Walpurgisnacht. (4001 1616)

Théâtre des Champs-Élysées 20.30 Shlomo Mintz is conductor and soloist in all-Mozart programme with Israel Chamber Orchestra, with Augustin Dumay violin, also Thurs. Tomorrow: The Golden Cockerel, final performance in Paris season of Leningrad's Maly Theatre (4720 3637)

TMP-Chatelet 20.30 Piano recital by Daniel Barenboim. Tomorrow at 19.00: Hermann Prey sings Schubert (4028 2840)

## PRAGUE

Smetana Theatre 19.00 Don Giovanni. Tomorrow: Martinů's The Miracle of Our Lady. Wed: Madam Butterfly.

## ROTTERDAM

De Doelen 20.15 Biedermeyer Quintet and Ronald Brautman piano play music by Reicha, Spohr and Onslow. Thurs and Fri: Mariss Jansons conducts Rotterdam Philharmonic Orchestra in Bartok and Beethoven, with Alicia de Larrocha (413 2490)

## UTRECHT

Vredenburg 20.15 Piano recital by Alicia de Larrocha. Fri: Hans Vonk conducts Netherlands Radio Philharmonic Orchestra in Bruch and Tchaikovsky. Sat: Mariss Jansons conducts Rotterdam Philharmonic Orchestra. (314544)

## VIENNA

MUSIC Staatsoper 19.30 The Nutcracker. Tomorrow: Die Fledermaus und Isolde with Hildegarde Behrens. Wed: Placido Domingo and Agnes Baltsa sing Samson et Dalila, conducted by Georges Pretre (51444 2960)

Musikverein Grosser Saal 19.30 Isaac Karabachevsky conducts Tonkünstler Orchestra in Brahms German Requiem, with soloists Tina Kiberg and John Brocheler. Brahms-Saal 19.30 Vienna String Sextet play works by Zeligberg, Mozart and Gade (505 8190)

## THEATRE

Akademietherater 20.30 Siberien by Felix Mittlerer. Also tomorrow (51444 2218). Telephone sales of tickets for Staatsoper and Volkssoper available worldwide for holders of credit cards by ringing Vienna 5131 513

## European Cable and Satellite Business TV

(all times CET)

MONDAY TO FRIDAY Eurosport 0600-0630 International Business Report CNN 0500-0530 Moneyline 0600-0630 Moneyline 1230-1300 CNN Market Watch 1330-1400 Business Day

2000-2030 World Business Tonight - a joint FT/CNN production with a review of the day's major business stories. 2300-2330 World Business Tonight 0100-0130 Moneyline Superchannel 0700-0830 Financial Times Business Report

A five minute business briefing broadcast three times between 0700 and 0800 2130 (Wed only) Financial Times Business Weekly - the latest business round-up.

SATURDAY CNN 0600-0630 Moneyline 0600-0630 World Business Tonight - a joint FT/CNN production. 1540-1610 Moneyweek 1900-1930 World Business This Week 2110-2140 Your Money

SUNDAY Superchannel 1800-1830 FT Business Weekly CNN 0710-0740 Moneyweek 1540-1610 Your Money 1900-1940 Moneyweek 0040-0110 Inside Business



## FINANCIAL TIMES

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Monday January 7 1991

## How to help east Europe

A YEAR OR SO ago President Gorbachev looked like Good King Wenceslas, the Czech king immortalised in the carol. The whole of eastern Europe, minus the Baltic states and Königsberg, virtually all of Stalin's wartime gains, were given up without a fight. Walls fell, the shadow of nuclear war lifted, new vistas opened up for future global co-operation. The ode to joy rang loud and clear.

That sound already seems distant. The West's relief at the ending of the Cold War is history. It has been superseded by fears of political instability and an awareness that integrating eastern Europe, not to mention the Soviet Union, into the world economy poses difficulties of an hitherto unimaginable complexity.

If successful renovation of eastern Europe will be difficult, that of the Soviet Union looks almost impossible. Mr Gorbachev's perestroika has failed. The Soviet economy now stands on the edge of a radical structural reform, but rather of a hyperinflationary collapse.

The discrediting of the Stalinist system has led not to a new socialist humanism, but to confusion, disruption and fear. Mr Gorbachev has accumulated enormous emergency powers but, in the process, has lost his trusted foreign minister, who warned just before Christmas that the "men with epaulettes" wished to restore dictatorship.

## Confusion and fear

Five years of unprecedented contacts with western governments, arms control experts, politicians, businessmen, bankers and academics dramatically changed the perceptions of the top leadership about the backwardness of the Soviet model. The original concept of a reform aimed at preserving the essence of the Soviet system - still adhered to by men like Mr Nikolai Ryzhkov, the Prime Minister - carries no intellectual conviction.

In its place has come radical talk of free markets, private property and other "bourgeois" concepts, like the rule of law and multi-party politics. Proposals for radical economic reform, such as the Shatalin plan, were accompanied by plans for a new Treaty of Union and talk of a break up of the centralised state on federal lines. Unfortunately, ideas like these have no virtually no roots in Russian history. They appear to be understandable to, and acceptable by, only the tiniest minority of the Soviet elite. Fortunately, some of the economies of east Europe are better equipped and far further ahead. The best prognosis is reserved for the few "fast track" economies of a region where economic backwardness tends to deepen the further east one travels.

The absorption of eastern Germany into the former Federal Republic is a special case. While the initial shock has been immense, east Germany does have west German resources, skills and money at its disposal.

Czechoslovakia, Hungary and Poland lack this advantage, but at least they have neither the massive inflationary overhang nor the political problems that bedevil the Soviet Union. Their aim is to be eligible for EC membership by the end of the century. This aim is ambitious, but feasible. For the EC, it should be an imperative.

Further ahead though they may be, even these countries need as much help as possible in the face of growing popular disenchantment with the sacrifices required. Without support from the West there is a danger of bitter political divisions and a destructive populism.

For their part, Romania and Bulgaria need re-assurance that their distance from the main European markets and relative economic backwardness do not disqualify them from a future in Europe. Their best hopes lie in modernising their agricultural and tourist industries. They could also capitalise on their proximity to the middle east.

All these countries are now looking to Europe, America and South-east Asia to help rebuild their economies and sustain their societies, especially during the difficult next few years. At best, an orgy of more or less "creative destruction" is in prospect before the hoped for long-haul to a more prosperous future can begin.

According to a recent study by Morgan Stanley, national income in eastern Europe is likely to decline by 8.5 per cent in 1991 after this year's 11 per cent fall. Unemployment is likely to rise to 14m, or 21 per cent of the working population, by 1994 with another 30 to 40m prospective unemployed in the Soviet Union. Unemployment on such a scale would stretch these fragile societies to breaking point.

Over the last year an army of accountants, lawyers, entrepreneurs and dealmakers has been combing the hitherto inscrutable books of state owned enterprises seeking the answers to unasked questions about real asset values, cash flow and the like. Most of the answers have been bleaker than expected.

## Strategic investments

The real value of the thousands of enterprises up for privatisation is minimal. The few "cherries", or "jewels in the crown" have been identified and the first big foreign equity investments - like Asea Brown Boveri's takeover of the region's power generating plant makers or the Volkswagen link-up with Czechoslovakia's Skoda, are starting to materialise. The pace should speed up in 1991 as western companies make the strategic investments which will link the economies of eastern Europe with those of the European Community.

Private investment will be forthcoming only slowly, but what should be the role of official assistance? Loans, technical assistance from the IMF and World Bank, greater access to protected markets for industrial and farm goods, the creation of currency stabilisation funds, large scale debt forgiveness are all important and helpful. These are the obvious components of the co-ordinated policy approach set down by the group of seven industrialised countries at the Houston summit last July.

None the less, official assistance can only be useful in response to a determined and well-conceived effort at reform. Aid is neither a substitute for such reform nor a guarantee that it will succeed. It should be offered as an incentive for the determined, not a cushion for the timid.

Where that determination exists, substantial support is justified, in certain cases by the west's moral obligations and in all cases by western self-interest. Where no such determination can be found, the West must be vastly more cautious. Propping up the incompetent will prove self-defeating, propping up the tyrannical is immoral.

Where the outcome matters most to the West - in the Soviet Union - it can do least. The report from the four western international agencies, published just before Christmas, clarifies the scale of the task and how little the Soviet government has achieved so far, other than destroy what it had and, in the process, discover how much has to be changed.

Where the West has both something to work with and a clear interest in a successful outcome, as in Poland, Hungary and Czechoslovakia, it should offer the help these countries need. These three countries must succeed. If they do not, the remainder will despair. If problems have turned out to be greater than initially hoped, the response should be a still greater willingness to help. Otherwise, the River Neisse will end up as the permanent border between two halves of a Europe as divided economically as it once was politically.

The world's leading aircraft manufacturers have the biggest backlog of orders in the history of the industry. The airlines are suffering from a sharp collapse in profitability as a result of soaring costs and uncertainty arising from tension in the Gulf. Banks are pulling in their horns, having earlier fuelled the boom in this exceptionally cyclical market. Such a combination of circumstances is clearly untenable and something has to give. All eyes are on the aircraft leasing companies, which are reckoned by some to account for nearly 40 per cent of the projected increase in the world aircraft fleet by the mid-1990s. More specifically, attention is directed at the *underworld* of this upstart business, the Shannon-based GPA Group whose chairman is Mr Tony Ryan.

GPA, which used to be known as Guinness Peat Aviation, is the creature of one of the most spectacular bull markets of the past decade. When aircraft orders collapsed in the early 1980s and overcapacity in the aerospace industry caused huge discounts to become available on the price of new aircraft, it was one of a small number of leasing companies to seize the buying opportunity. Demand turned up. In the six years to March 31 1990, post-tax profits soared from \$17m to \$262m.

GPA's orders and options now account for half the aircraft orders of the world leasing business and 10 per cent of the world total. On the basis of recent transactions in its shares (which remain unlisted) the company was valued at nearly \$4bn before Iraq's invasion of Kuwait. The boardroom is now graced with such high-powered political and business dignitaries as Mr Nigel Lawson, former chancellor, Sir John Harvey-

## The question that preoccupies the industry is how all the outstanding aircraft orders are going to be financed in a cold climate

Jones, late of ICI, former European Commissioner, Mr Peter Sutherland and the last Irish premier but one, Dr Garret FitzGerald.

But times have changed. And the question that preoccupies the industry is how all the outstanding aircraft orders are going to be financed in a cold climate. More bluntly, are GPA and its fellow leasing companies about to run into a tail-end?

The broad assumptions on which orders were being placed before the Gulf crisis could be summarised as follows. The growth in demand for air transport measured in passenger miles was widely expected to run at about 6% per annum during the 1980s, reflecting the underlying growth of gross world product. Deliveries of new aircraft, on the basis of last February's authoritative annual forecast from Boeing, were expected to run at more than 700 a year in the five years to the end of 1990, while older craft were being replaced on the global fleet at the rate of about 300 a year.

Today, assumptions about demand are being scaled back as recession takes hold and ticket prices are raised in an attempt to pass on higher fuel and other costs. A question-mark hangs over the long-term mortgage from the fleet and thus over the requirement for new aircraft - not least because of the profound impact that the growth of the aircraft leasing business could have on the equation.

The growth of leasing companies before the 1980s was based largely on financial leases, long-term mortgage type loans under which the lessor takes a banking return over the life of the lease, leaving the aircraft in the hands of the airline on expiry of the loan. Latterly the growth has come chiefly from much shorter-term oper-

Aircraft leasing, one of the most spectacular bull markets of the past decade, faces tougher times. John Plender reports

## A business comes back to earth

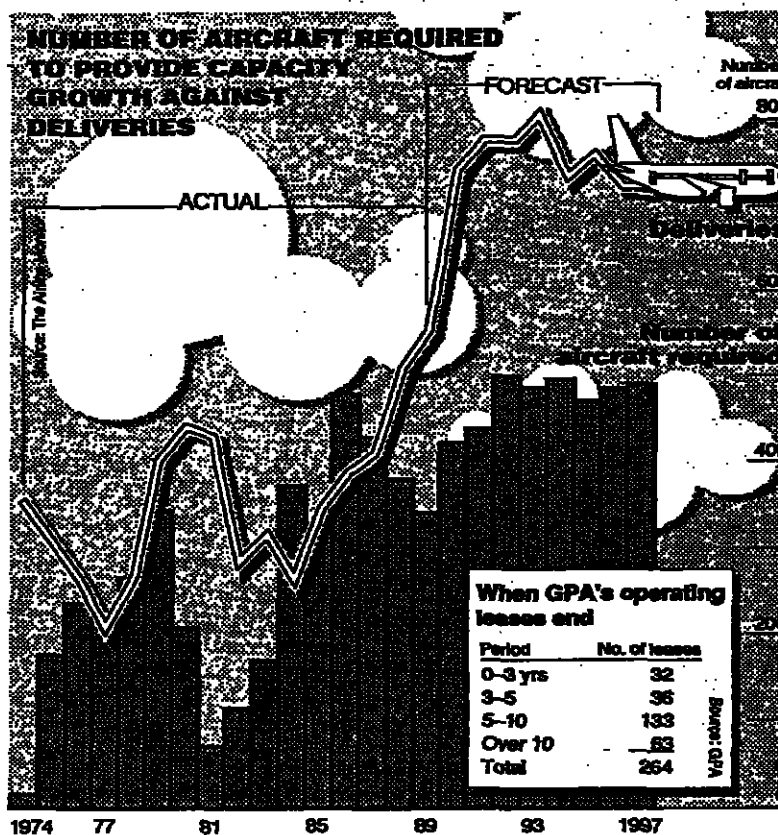
ating leases, which run for only part of the life of the aircraft. Here the leasing company owns the aircraft and rents it to the airline. Together with its bankers and other financiers the lessor takes more of a risk on the residual value of the aircraft at the end of the lease than the creditworthiness of the airline. Increasingly, the operating lessor sells the aircraft, suitably packaged as a financial asset, to investors and then leases it back.

In both cases the exploitation of the airlines' capital allowances for tax purposes provides an important part of the rationale. With an operating lease the airline has the further advantage that the leasing liability is removed from the balance sheet. The leaders of the industry are GPA; the US-based ILFC, which was recently acquired for \$1.3bn by insurance giant American International Group; and Ansett Worldwide Aviation Services, jointly owned by TNT and Mr Rupert Murdoch's News Corporation.

The economic *raison d'être* of leasing companies lies in arbitrage gains between different national tax systems and the respective requirements of airlines and manufacturers across the world. Yet it seems highly questionable whether that alone can explain such astonishingly rapid growth. Could it be that in acting as market makers in a very imperfect market the leasing companies and their backers are adopting more optimistic assumptions about operating risks and residual values than the airlines with which they do business?

By definition the leasing companies' customers tend to be the ones with balance sheets that cannot take the strain of more direct acquisitions of aircraft. The customers are also, given the short term of standard operating leases, astonishingly young portfolios so as to reduce the number of aircraft very rapidly if passenger demand suddenly drops. Risk is thus transferred from the carrier to the leasing company, whose second-hand asset may turn out to be less valuable in a recessionary climate. A recent report from S G Warburg, Tokyo office concludes that "a major contribution to the popularity of operating leasing is a mismatch in the assessment of equipment value risk between airline managements and lessors". Warburg's analysts foresee "ruminant demand and order trends".

That is by no means a unanimous view. Mr Julius Madsen of Salomon Brothers (which is a shareholder in GPA) argues that the glut will be confined to older aircraft. And because a decade of fleet renewal has been largely postponed in the previous downturn, the industry is, he believes, at the start of "a massive aircraft grounding cycle that will take a decade to complete", which would imply a shortage of modern aircraft. That what GPA is gambling on. But the stakes are now much higher than in its earlier buying spree in the 1980s. Even without recession and the Gulf crisis, the group's balance sheet would pose a monumental question. GPA's capital commitments at the end of September were for firm orders



## Principal corporate shareholders in GPA group &amp; joint ventures

EUROPE	JAPAN	NORTH AMERICA
Am Linco	Chiyoda Finance	At Canada
Albus Industrie	Japan Leasing	Bank of Nova Scotia
Allied Irish Banks	Kawasaki Enterprises	CPM International
AT&T	The Long-Term Credit	Citibank
Bank of Ireland	Bank of Japan	General Electric Capital
Bank Indonesia	Mitsubishi Corporation	McDonnell Douglas
Bank Paribas	The Industrial Trust	Northern Mutual Life
Bozell	A Seiki Corp.	Pacific Mutual Life
Foreign & Colonial	Mitsui & Co.	Prudential Insurance
Garmetstein	Nippon Life Insurance	PWA Corporation
Hercules	Tokai Marine & Fire	Salomon Brothers
Irish Life Assurance	Insurance	Toronto Dominion
Lufthansa	Yamichi Securities	
Nyckel		
Rols-Royce		
J Rothchild Holdings		
San Paolo di Torino		
Suisse		

of \$1.5bn and a further \$1.5bn or so of non-binding commitments such as options - huge sums in relation to its existing equity of about \$1bn and credit facilities of \$500m. And the risks are all the more daunting given that most of these aircraft will be looking for gainful employment at a time when many outside forecasters are predicting excess deliveries in relation to the underlying demand (see chart). A still more extraordinary feature of GPA's finances is that it has openly acknowledged that its capital commitments could not conceivably be supported by its own balance sheet even on optimistic assumptions about retained profits and the availability of new equity and debt. It is relying crucially on the growth of

investor demand for aircraft as a financial asset. Will such demand materialise, especially if airline prospects deteriorate further and the doomsayers prove right about a glut of aircraft?

GPA president Mr Maurice Foley is far from pessimistic. He accepts that GPA's earlier forecasts for world passenger traffic growth to 2,000 may require some modest downgrading. But he also believes that the high cost of bringing the fuel-inefficient older generation of aircraft up to structural scratch and required standards of noise compliance will be prohibitive, leading to mass retirements. As for the risk of "whitebells" - aircraft with no airline emblem on the tail because they are surplus to requirements -

Mr Foley says that the length of the order cycle and the lead time on options allows for slippage in deliveries by the manufacturers.

GPA claims not unreasonably that the global nature of its business is a strong defensive merit, as is its lack of exposure to the weak US market, which last year accounted for little more than 10 per cent of profits after interest but before overheads. The termination dates of the leases in its portfolio are not heavily concentrated in the short and medium term (see table); and in the rare cases where it has confronted airline defaults GPA has shown a remarkable ability to re-market its aircraft and minimise loss. Above all the company's portfolio consists largely of modern, fuel-efficient aircraft whose average age is less than five years. Price falls have so far had their main impact on the residual values of older aircraft.

What does worry Mr Foley is the more immediate problem of a squeeze in the banking system, which he rates a more serious threat than increasing fuel prices or recession. GPA, he says, is writing the same number of deals as six to nine months ago, with no material change in prices. "But in recent weeks," he adds, "the credit crunch is having some effect on people's ability to close transactions."

The US banks are scarcely lending. And there are particular problems in Japan. S G Warburg estimates that about half of all aircraft deliveries last year were conducted by means of so-called Japanese leverage leases, through which Japanese tax reliefs could, in effect, be exported. Even if the estimate is on the high side the fact that a change in the tax rules has killed this market can only have a powerful negative impact. So, too, is the tightening of monetary conditions. The process whereby the Japanese credit boom spilled over into the international aircraft financing market in the late 1980s has now gone into reverse. Since 38 per cent of GPA's existing credit facilities comes from Japanese banks, this is clearly important.

The greater part of the solvency risk in the leasing industry is probably not being carried by GPA, ILFC and Ansett, which together account for about two-thirds of the business and whose portfolios consist predominantly of newer aircraft. It lies with the smaller lessors that bought older aircraft on over-optimistic assumptions about residual values. Also with the investors, including US money funds and large Japanese companies looking to shelter profits from tax, who participated in leasebacks.

But that is not to say that the glants of this industry, which has never before faced recession, are not vulnerable, especially to a profits shock. GPA's growth has been predicted on the continuing availability of credit and the ability to sell large numbers of aircraft in a secondary market. On outside brokers' estimates it probably derives more than half its profits from aircraft sales. Much hinges, then, on aircraft values. According to Salomon's Mr Madsen there has been some speculation of a secondary market for newer aircraft. And the confidence of investors who support GPA badly needs for future sale and leaseback transactions may not be helped by worries about the impact of a credit crunch on the airlines' ability to raise funds or by further dismal airline results in the pipeline. Nor again by the fact that so many have misjudged the residual values of older aircraft and that leasing in general has acquired a bad name with investors.

Mr Foley is not prepared to forecast a decline in profits or the deferral of a decision to take place by the end of 1991. Yet it is hard for the outsider to believe that a company the size of GPA, however quick on its feet, can buck the vicious industry cycle this time round. The glory days are surely over for the moment.

## Trouble in Bergerland

Will the Berger family, one of Britain's most secretive and wealthiest property landlords, come to the aid of young Berish Berger, whose plans to turn the old West London air terminal into a luxury long-term block have run into financial difficulties?

American educated Berish is not another Donald Trump. But, coming from a strict orthodox Jewish family which shuns publicity, he has been surprisingly visible.

His Land & Property Trust has an office in the West End, and he is often seen driving a car, unlike most of his relations who are rarely spotted.

His first foray into the last few years, culminating in the risky \$140m purchase of 17 superstores from Tesco little more than a year ago, is in stark contrast to the rest of the family's low profile, conservative approach.

Gerson Berger, the founder of the North London residential property empire, came to England as a penniless Rumanian refugee in the 1920s. He started life selling beans door to door in the West End. By 1911 he was making torch batteries. He then went into property, starting with the purchase of 16 flats in Merton in 1944.

The true extent of Bergerland is unknown. Although there is a publicly quoted arm, Palmerston Holdings, the real wealth is hidden away in a web of private companies whose profits help finance various religious charities. When Gerson died in 1978, without leaving a will, the report estimated that he controlled a property empire of close to half a million houses and flats. The core of the family business centres on London's Stamford Hill and Stoke Newington.

Last year the Sunday Times estimated that Sigmund, Gerson's son, was worth \$330m. If anywhere near correct, this would put him on a par with old money such as

the Cayzers and make him richer than traditional landlords such as Lord Howard de Walden.

However family fortunes do not stay in tact for long if they have to be turned as lenders of last resort for errant offspring. Hence the nervousness of Berish's bankers.

## Not so tip top

Tippling shares is a dangerous practice, as Trevor Pullen of the mighty Prudential ought to know. His none-too-prudent tip for 1990, revealed in Money Observer's January edition, was Polly Fawcett.

Not that the performance of the other fund managers was that great. Even excluding Mr Pullen's choice, the average tip from the 26 so-called experts fell by 22 per cent between January 1 and December 7, the period measured by the magazine. That compares with a 12.5 per cent decline in the FT-All-Share over the same period.

Money Observer charitably covered the experts' blunders by reminding readers that the share tips should not have been regarded as a recommendation for the entire year. At some point during the year, the magazine points out, every one of the experts' 26 selections showed gains.

## SDR inventor

Central banks tend to be more important than individual central bankers, these days. But the death of Italy's Rinaldo Ossola, who passed away virtually unnoticed last month, is a reminder that this has not always been the case. The 77-year-old Ossola, who studied at the London School of Economics, is best known for the authorship of the eponymous report of 1964 which led to the creation of a genuine

## OBSERVER



"Norman's ceased caring who knows he's wearing a toupee."

innovation in the post-war international financial system - the special drawing right.

He later went on to become director general of the Bank of Italy from whence he continued to maintain a formidable reputation for his contributions to the debate on reform of the international monetary system. Among his many publications there was even one brave title - *The Future of Sterling: A Logical Approach*. He is remembered with tremendous affection among that generation of 40-year olds now occupying senior positions in the central bank. Quite apart from a mind which could scythe to the heart of any problem, his self-mocking sense of humour made him a rarity among a class of Italian technicians which is always disposed to take itself too seriously.

## Bermuda-bound

One person who will be losing less sleep than some over the ups and downs of AIT, the mercenary Michael Ashcroft's security and

cleaning services multinational, is Michael DeGroot.

The Belgian-born Canadian has severed his remaining links with Laidlaw, the Ontario-based company which owns 26 per cent of AIT, and is retiring to Bermuda. The 57-year-old entrepreneur plans to enjoy the fruits of the fortune he has made over the past three decades. He transformed Laidlaw from a small Canadian truck operator to one of North America's biggest school bus and garbage removal companies.

He pocketed close to \$500m in cash and shares in 1988 by selling his controlling stake in Laidlaw to Canadian Pacific. He stayed on as chief executive until last August, spearheading what many believe was one of the few mistakes Laidlaw has made - its investment in AIT.

DeGroot is said to have paid \$7.2m for his 15-room retirement home, which also includes a sheet shooting range and a half-mile jogging track. Known as Paro's Island, it is a seven-acre hideaway on the western tip of Bermuda. The property was at one time owned by the families of Barney Barnato and Solly Joel, the South African gold and diamond magnates.

Until he quit as a Laidlaw director just before Christmas, DeGroot was the Canadian company's sole nominee on the AIT board. He is staying on, but presumably Laidlaw will now be wanting to increase its representation on the board of its controversial investment.

## Some advert

Last month's issue of *EuroMoney*, the financial monthly, was unusually thin. This may reflect seasonal advertising pressures, but it may also reflect the issue's theme: "The world's best banks". Somehow, the list just doesn't seem to take up as much space as it used to.

## FINANCIAL TIMES CONFERENCE

INTERNATIONAL BANKING  
London - 13 & 14 February 1991

The new decade finds the world banking industry at a critical juncture. The threat of recession in several leading economies is adding to the pressures on banks which have already been weakened by losses on real estate lending and the decline in stock market values. The Financial Times Conference on International Banking will assemble a distinguished list of leading figures from the commercial, investment and central banking worlds to address the issues facing the industry from a wide geographical perspective.

Speakers include: Sir John Quinlan, Barclays Bank PLC; Mr Wladyslaw Bal, Narodowy Bank Polski; Dr György Székely, National Bank of Hungary; Mr John Fleming, EBRD; Mr Thomas G Labrecque, The Chase Manhattan Bank NA; Mr Anthony Lohr, S G Warburg & Co; Mr Brian Quinn, Bank of England; Mr André Lévy-Lang, Compagnie Financière de Paris; Mr Toru Kusakawa, The Fuji Bank, Limited and Mr Jean-Yves Haberer of Credit Lyonnais.

EUROPEAN INSURANCE FORUM  
London - 18 & 19 February 1991

New Markets, New Risks and corporate strategies for insurers in Europe will be the focus of this high-level management Forum to be arranged by the Financial Times.

Among the issues to be examined will be the effects of the non-life and life directives; the changing character of risks over the next ten years; success in the new Europe - how leading players are adapting; regulation and finance - a level playing field?

The conference brings together leading figures from the industry as well as international experts on risk management including: Mr Hamish Dumble of the Commission of the European Communities; Dr Roberto Pontremoli of La Previdente; Mr Peter Schroeder of Zurich Insurance Group; Mr H Feké Korman of Tillinghast; Mr Björn Wolmar, Skandia Group; Mr Claude Tendi, AXA; Mr David Colledge of Lloyd's of London and Mr David Rowland of the Sedgwick Group.

LONDON MOTOR CONFERENCE  
London - 4 March 1991

Mr Robert Eaton, President of General Motors Europe will deliver the keynote opening address at the 1991 FT London Motor Industry Conference. The panel of the contributors will include Dr Klaus Siewer, Commissioner of the European Communities; Sir Trevor Chinn, CVO, Chairman and Chief Executive, Lax Service PLC; Mr Martin Swig, President, San Francisco Autocenter, Inc; Mr Robert Dale, Managing Director, Lucas Automotive Ltd and Mr Rob Golding, Director, Motor Industry Research, S G Warburg Securities.

This one-day meeting, the seventh in a well received series, will examine EEC competition policy and its impact on the motor industry in Europe after 1995, changing distribution patterns and dealership structures, components sourcing and joint ventures.

All enquiries should be addressed to:  
Financial Times Conference Organisation,  
120 Jermyn Street, London SW1Y 4LL  
Tel: 071-925 2823 (24-hour answering service),  
Telex: 27347 FTCONF G, Fax: 071-925 2125.



Japan's robot industry may be stealing a march on western rivals like its machine tool makers did in the 1970s, writes Ian Rodger

## Factories where the future works

In the mid-1970s, Japan's machine tool makers stole a march on western competitors, achieving big improvements in the cost effectiveness of their products by putting computer controls on them.

Within a few years, they had won huge shares of US and European markets, and with the benefits of economies of scale in production, were able to overwhelm most western competitors.

It is beginning to look as if Japanese robot makers are pulling off a similar feat.

For the past 20 years, robot making has been one of those businesses that attracted all kinds of manufacturers (including very big ones like Westinghouse Electric, General Electric and IBM) because of its seemingly high growth potential.

But, except in Japan, it has yet to deliver on its promise. As recently as 1983, a prominent US analyst of the factory automation industry predicted that US robot sales would rise to \$2bn by 1990, as more and more applications in welding, material handling and assembly processes became automated. In fact, last year they were less than \$500m.

The relatively slow acceptance of robots by western

take a long term view, but there were special reasons for confidence that the robot market, like that for machine tools, would eventually come right.

Japanese manufacturers lack natural competitive advantages, and so are always more eager to embrace innovations in production technology than their western competitors. The concept of the robot is particularly attractive to them because it offers the potential not only to reduce costs of production processes, but also to ease the chronic labour shortages they face.

Robot sales have always been much higher in Japan than in the West. At the end of 1988, two thirds of the 256,000 industrial robots in operation in 16 leading industrialised countries were in Japan. Also, the business has turned out to be fairly reliable. As Mr Seimon Inaba, president of Fanuc, a leading Japanese supplier, puts it, "There is no cycle in robot demand - it just continues to grow."

As in the case of machine tools, Japanese robot makers were the first to see the strategic potential of a technological development. This was the emergence in the late 1970s of precision servo-electric motors powerful enough to manipulate the arm of a robot while it was spot welding a car body or carrying a big load. Until then, industrial robots used hydraulic systems, which were subject to frequent breakdowns and were dirty and expensive to service.

It is not clear why the top US makers were so slow to introduce such electrically powered robots - Cincinnati Milacron, for example, introduced its first one in 1987 - but by the time they did, it was too late.

Just as the Japanese machine tool industry got a big boost in the mid-1970s because of its customers' anxiety over how to overcome the cost of the oil shock, robot makers too have benefitted enormously in the past four years from another crisis in Japanese



Testing industrial robots at Kobe Steel machinery plant

industry. The crisis had two aspects, both of which contributed to demand for robots. On the one hand, the revaluation of the yen in 1986 put great pressure on manufacturers to cut production costs. At the same time, the stimulation of domestic demand from 1987 aggravated labour shortages to an extent not seen since the early 1970s.

The number of robots installed in Japan has more than doubled since 1986, and the Japan Industrial Robot Association is forecasting that it will nearly double again by 1995.

The labour shortage has even stimulated the introduction of robots in non-manufacturing areas in Japan. For example, construction companies now use them to assemble steel girders, smooth concrete slabs and drill tunnels.

Still, until recently, the Japanese robot industry, like that

in other countries, was not particularly prosperous. Robots are not difficult to make and they are not subject to the kind of rapid innovation cycles found in some electronic goods sectors. As a result, the sector has long been overcrowded.

According to the Japan Industrial Robot Association, more than 230 companies still make and sell robots in Japan alone. As elsewhere in the world, price competition has been severe, but the industry seems to be maturing. "Everyone has been having a very difficult time, but a shakeout has already started," says Mr Hiro-yuki Nonaka, deputy general manager of Yaskawa Electric's robotics business.

In Japan now, there are only a few companies we can really consider our competitors. Industry officials agree that Fanuc, Yaskawa and Kawasaki Heavy Industries (KHI) now dominate the heavy duty robot industry, and each has been

investing heavily to consolidate its strength. Fanuc has just begun construction of a ¥10bn factory, intending to treble its current robot output of 3,000 units a year. Yaskawa recently opened a totally automated factory (using robots to assemble robots) that will enable it to double output to 9,000 units a year. KHI says it too plans to expand production from the current 2,100 units a year.

Up to now, Japanese robot makers' exports have been a relatively modest 20 per cent of sales, and most overseas sales have gone to the US. For example, KHI has installed more than 1,500 robots in the US to date, but only 200 in Europe. Fanuc too has had its main overseas success in the US through its joint venture with General Motors, GMF Robotics.

Now, however, there is reason to expect that they will focus their attention more on the European market.

"We are expecting an increase in sales in Europe, partly because of the construction of Japanese car factories there," Mr Naohide Kumagai, assistant general manager of the robot division of KHI, says.

Yaskawa likewise is stepping up its efforts in Europe, having established partnership arrangements with companies in Sweden, Germany and Spain.

Still, it is by no means inevitable that the Japanese will sweep the field in Europe as they have in the US.

Japanese industry officials point out that the marketing of robots is much more demanding than that of machine tools and other industrial machinery. Each robot application tends to be unique, meaning that bespoke programming has to be developed for it, and a lot of service provided after installation. That makes selling from a long distance away rather difficult.

GMF and KHI are trying to go it alone in Europe, but Yaskawa and many others have taken a different approach. "In most countries, we have business partners, and they use our robots in systems that they design and service," Mr Nonaka of Yaskawa says.

The Japanese companies also recognise that the leading European robot makers, especially companies like Kuka of West Germany, Comau of Italy and Asea Brown Boveri, the Swedish-Swiss group that bought Cincinnati Milacron's robot business in September, are unlikely to give up easily.

"I think Kuka and Asea will remain strong. They are trying very hard to improve their products, and the European car industry rates them highly," Mr Kumagai says.

## LOMBARD

# How lower inflation will bring recovery

By Samuel Brittan

If the whole of the British economy responded to recession with the same alacrity as the high street stores, the downturn would soon be over. I refer of course to the slashing of prices in the new year sales which this time seems genuine.

Unfortunately these stores represent only a fraction of the economy and cannot bring about recovery unaided. In other sectors the same responses will follow, but much more slowly after output has already suffered.

Thus, if the British stagflationary disease were to be summarised in one sentence, it is that adjustments to a changing environment are too much in the form of quantity and not enough in the form of price.

The most important prices are of course wages and salaries which account for some 70 per cent of value added. The instinctive response to recession is to cut outlays and to trim staff. Lower prices are almost the last resort and lower wages - or more accurately reductions in the rate at which they are increased - come bottom of the list. But until that has happened no durable recovery can occur.

The assumption behind all I have so far said is that total spending in cash terms is maintained, either through natural forces or through the actions of governments and central banks. The response of business, unions and other economic agents then determines the extent to which a gradually growing total of cash spending is reflected in higher output and employment and the extent to which it is wasted in inflation.

The rest of this article puts these simple ideas into a more abstract economic framework. The growth of total national spending is best measured by Nominal Gross Domestic Product, which is ordinary GDP, but expressed in actual money and not converted into constant prices. Nominal GDP, because it expresses actual cash flows, is the magnitude which governments and central banks can influence - although not precisely or in

UK national income projections % change at annual rate					
	1988	1989	1990*	1991	1992
Nominal GDP	11½	9	8½	7½	7½
GDP deflator	8½	7	8	8½	5½
Real GDP	4½	2	1	-1	2

\*Corrected for poll tax distortions  
Source: CSD and Treasury up to 1990 and Goldman Sachs for 1991 and 1992

the short term. Whether a given increase in Nominal GDP goes into higher output or is dissipated in rising wages and prices depends on the response of business, unions and other economic agents. Attempts by government to inject spending power irrespective of what is happening to inflation - whether they do so by lower interest rates, budget deficits or any other method - blow up in their faces, as has been shown on countless occasions.

The table shows that Nominal GDP has been growing at just over 8 per cent per annum. A very slight downwards tilt is in prospect, in line with the government's counter-inflationary objectives. So long as this path is observed, a fall in the inflation rate will automatically lead to an output recovery. On the other hand, so long as pay and price increases continue on their recent scale, recession will deepen.

I have used Goldman Sachs' projections for the UK because they are more realistic and up-to-date than many others. They show Nominal GDP growth being maintained at about 7½ per cent, made up of an output change of minus 1 per cent and a continued rise in the GDP deflator of 8½ per cent. Goldman Sachs expects both output and underlying inflation to be much worse in the first half of the year than the table suggests, with some recovery in the second half. Looking ahead to 1992, Nominal GDP is not expected to rise any faster. In other words there will be no boost to demand in money terms. But because inflation will have fallen steeply there will be room for a recovery in output.

Most serious forecasters have pointed out the risk from factors such as the Gulf crisis, the severe corporate financial deficit, the possibility of a bank credit crunch, and so on. Governments and central banks have a responsibility to prevent a spiralling downward plunge. This is best seen as an endeavour to maintain the growth of Nominal GDP at a moderate non-inflationary rate.

But does not the commitment to the ERM and the link to the D-Mark make it difficult to keep even nominal demand on a reasonable path? For the answer look at what is actually happening in Germany. A public sector deficit of at least 5 per cent of GDP is expected in 1991 as a result of unification. Any increase in interest rates will be but a partial offset.

Germany's partners might like to see a different policy mix, with more tax increases and lower interest rates. But there is no doubt that the total impact is expansionary, both in nominal and real terms. Thus the link to the D-Mark, so far from being deflationary, is a more than adequate support for demand growth. The blame for prolonged recession lies neither in German policy nor in British interest or exchange rate policy, but in the rigidities of the domestic labour market. In the vernacular, plain British bloody-mindedness. If this turns out less than it used to be, and less than the doomsters expect, it will be the first sure sign of success for the Thatcher supply-side policies.

## Robots are attractive to Japanese industry because they enable it to cut costs and to combat the labour shortage

manufacturing companies is mainly due to resistance from trade unions, flaws in the machines and the programming that goes with them and the general conservatism of production managers. That has been enough to induce most of the big US suppliers, including Westinghouse and, most recently, Cincinnati Milacron, to lose patience and withdraw, leaving the field to a few Japanese and European makers.

Among the survivors a few Japanese companies are looking more and more formidable, and for much the same reasons that enabled Japanese companies to succeed in machine tools.

Like the Japanese machine tool makers, the country's robot makers persisted in trying to develop more reliable, cost effective products, regardless of poor or non-existent profits on them.

In part, this reflected the typically Japanese tendency to

## LETTERS

### All is not gloom in US education

From Mr George Kessler.

Sir, Your leader ("Challenge for US educators", December 27) paints a gloomy and generally accurate picture. However, there are positive points emerging within the US system which we ignore at our peril. While federal control of education is ruled out by the constitution, a combination of business and presidential power and influence has forced through a national consensus on six easily understood educational goals (expressed in less than 150 words as against more than 300,000 for our national curriculum). That these are an effective tool is shown in the increase of federal expenditure on education for under-18s in a time of budget cuts.

In addition, US business has always had a good relationship with the local community. This could well mean that US vocational training may catch up and overtake the UK in a very short time.

Finally we should remember that some of our more publicised educational and training initiatives (such as Tecs and Compacts) are copies of US models.

George Kessler, MD, Kesslers Manufacturing, 11 Warton Road, E15

### Mixed credits

From Mr Albert H Hamilton.

Sir, Eximbank's Chairman Macomber makes an articulate and telling argument as to why the practice of extending mixed credits should be stopped ("Time to discipline a costly trade practice", Dec 5). It is often difficult to determine whether a transaction is commercial or developmental. The OECD should consider an agreement under which members would finance sales to less developed countries through development assistance programs only, leaving official export credit agencies the task of supporting sales to the more creditworthy markets. This could strengthen the agencies' financial positions, while eliminating a source of dispute among OECD members. It would also provide debt relief to the poorer countries.

Albert H Hamilton, First Washington Associates, 1501 Lee Highway, Suite 302, Arlington, Virginia

## There is a vast gap between economic reality and the computer model

From Professor Wynne Godley.

Sir, Just more than a year ago, David Currie co-authored a prediction that there would be a 2 per cent growth of output up to 1992 with an improvement in the current account deficit, to about £13.5bn. I wrote to the Financial Times at the time ("Not miserable enough", November 9, 1989) questioning whether this could be correct, even as a conditional prediction, because I did not believe that with 2 per cent growth the balance of payments would improve at all. My point seems to have been conceded in Mr Currie's latest forecast ("A year of retrenchment ahead", January 2).

I would not have brought the matter up then, but now I feel impelled to disagree strongly with his new conclusions - that with no change in policy, output will rise a little between 1990 and 1991 and, if I have understood him correctly, that a more substantial and sustained recovery will spontaneously occur at some stage.

I think Mr Currie should look up from his computer model and out of the window. If, as he assumes and recommends, there is no relaxation of fiscal or monetary policy and the present rate of exchange is maintained, we are

set for a first class slump which will drive unemployment up dramatically with no prospect that it will ever come down again short of some unforeseeable accident. Please will he tell us where he thinks the motor for adequate and sustainable expansion, either in the short or the long term, can possibly be? I would also like him to explain why in a long article about the economic outlook he makes no reference at all to unemployment.

Wynne Godley, Dept of Applied Economics, University of Cambridge

### Wages and ERM: why is the state struck dumb?

From Mr Robert Tyrrell.

Sir, Professor Currie's article makes the correct point that our medium-term economic future hinges crucially on the speed with which pay settlements adjust to the *de facto* reality of a fixed exchange rate. If pay settlements moderate swiftly (and if productivity growth simultaneously accelerates), the benefit to the economy could be measured in billions of pounds.

In many other areas of social and economic life, the government has shown itself willing to become more preceptorial and to use mass communications towards its policy ends - to accelerate our rate of progress along the experience curve. This has been the case with Aids, training and privatisation. Why not with wages and ERM membership? There are a series of possible reasons for this, but none which really stands upon examination.

First, it may be said that the exposure the issue is getting through ministerial statements is doing enough. While it may be that the Financial Times gives the debate wide coverage, this is true neither of the subject *per se* nor of the rationale for moderate wage behaviour in the tabloids and other more popular media.

Second, the subject may be deemed too complex to be amenable to Aids/training/privatisation treatment. However, these seem pretty complex issues themselves and I doubt the matter has been considered and rejected on these grounds.

Third, the subject may be deemed too political. But since Labour policy and rhetoric now endorses ERM membership and "wage discipline", this objection cannot stand.

Fourth, no one in the Treasury may have thought of it. Finally, the government may be prepared to devalue sterling to "bail us out" and therefore cannot launch a high-profile advertising campaign saying the contrary. There is no answer to the one, whichever way you look at it.

R. Tyrrell, MD, The Henley Centre, 2 Tudor Street, EC4

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مكراهن النجمل







## INSIDE

### JAL acquires 14% of Lockheed subsidiary



Japan Airlines (JAL) is taking a 14 per cent stake in a subsidiary of Lockheed, the US aerospace group, in the latest example of airlines forging increasingly close ties with large aerospace groups. The agreement involves the US group's Lockheed Commercial Aircraft Centre (LCAAC) set up recently in California to maintain and modify Boeing 747 jumbo jets. JAL owns the world's largest 747 fleet with 67 Boeing jumbos in service, and another 64 aircraft on order. Page 12

### Germany grazes on home turf

German companies pulled in their horns abroad and turned their attention to new openings in the eastern part of the country last year, according to figures compiled by the mergers and acquisitions consultancy M&A International. The total number of west German investments abroad fell to 186 in 1990 from 215 in 1989, while investments in the European Community were down to 103 from 129. East/west German deals are expected to gather steam this year - west German companies made 101 east German purchases in 1990, while foreigners made 15. Page 12

### The Ecu's twelfth birthday

The Ecu first popped into sight in a European Commission memorandum dated December 18 1978 and took its first faltering steps towards common usage in 1981, when the first Ecu-denominated bonds were offered. Last year, Ecu4bn (\$19.6bn) of bonds were issued, making the Ecu the fourth most popular currency among international investors, behind dollars, sterling and yen. Simon London examines the political and economic benefits that have made the Ecu the financier's favourite child. Page 14

### US bonds prevaricate

Politicians and economists have at last made up their minds - the US is in recession. With that understood, they have greeted the new year with a new question - how long will the recession last? The set of unemployment figures released on Friday morning indicate it will be short and shallow. But a steady run of dismal economic data, widespread debt in corporate America, and uncertainty in the Gulf suggest otherwise. Trapped between these conflicting views, US bond markets could do nothing this week but prevaricate. Nikki Tait reports. Page 13

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## UK seeks help for its first Ecu bond issue

By Tracy Corrigan in London

THE BANK of England has started active discussions with banks in London over the UK government's first European Currency Unit bond issue. Bankers expect the government to issue Ecu bonds within the next few months, before the launch of the London International Financial Futures Exchange's Ecu bond futures contract in March.

Meanwhile, the Bank of England, which is advising the government on the issue, must choose a bank to act as arranger of the issue, a decision fraught with political and practical difficulties. The Bank of England declined to comment, except to say that a potential deal was under consideration.

Although the UK government would probably like to appoint a UK bank, there are no UK institutions at the forefront of the Ecu bond market. The accepted market leader is Paribas Capital Markets, but a French arranger of the UK's first foray into the Ecu bond market would be a hard pill to swallow.

In an effort to better their chances, some UK houses are teaming up with banks in continental Europe which have a strong presence in the Ecu market. For example, Barclays de Zoete Wedd is said to have joined forces with Deutsche Bank Capital Markets, and Baring Brothers with the Union Bank of Switzerland, at least for the purpose of presentations to the Bank. However, there may be some reluctance to award the mandate to a bank based outside the European Community.

Some bankers say that to avert controversy, the Bank of England may decide to arrange the deal itself and then appoint underwriters. UK institutions, which have only become active in the Ecu bond market over the last year, are expected to be enthusiastic buyers.

Even before sterling's entry into the Exchange Rate Mechanism, the increasing range of actively-traded bonds by European governments and agencies had at last attracted many investors to the market, and the UK's Ecu offering is likely to entice more. The issue is expected to total around Ecu2bn (\$2.8bn). The maturity will be between seven and 10 years, so that the bonds can be delivered as settlement for the Life futures contract. Dealers say that the issue is likely to be structured as a Eurobond, rather than a gilt.

## Risks and rewards of change in Frankfurt

Katharine Campbell on how the repealing of Germany's equity turnover tax has altered a financial landscape

For years, Frankfurt bankers have complained about their country's turnover tax on securities transactions.

The tax has been blamed for driving a large part of secondary trading in German securities abroad to London and Luxembourg. If only it were removed, bankers argued, Frankfurt would be a much stronger competitor as a financial centre. Last week, their wishes finally came true. From the beginning of January, turnover tax was repealed; at the same time, cumbersome registration requirements for securities issues ended.

These developments follow a year of changes in German banking practices: the introduction of a partial auction system for government debt; the promotion of Fibor, the local interbank reference interest rate; and the start of financial futures trading. All this means that the way is now open for important changes in German financial markets. But the ultimate effects may pose as many challenges for the banks as opportunities.

The turnover tax - which required the purchaser to pay between 0.1 and 0.25 per cent of the value of securities - had been deeply unpopular with Frankfurt bankers, conscious of the increasing competition between international financial centres. The issue of capital market taxes became a major topic at the federal government imposed, then abruptly withdrew, a 10 per cent withholding tax. The episode undermined attempts to promote Finanzplatz Deutschland, Germany as an international financial centre.

The withholding tax affair strengthened the bankers' sense of ill-treatment. But the Bonn government wavered between the bankers' complaints over the turnover tax and its own need for revenues. In 1990, with equity turnover up more than 30 per cent compared with the previous year, the tax swelled the central coffers by an estimated DM 900m (\$603m). The die was cast in the autumn of 1989, when the Frankfurt stock exchange suffered more than most from the "unit-crash" of October 13. The decision to repeal the tax was announced shortly afterwards. It has taken effect at the start of a year which is likely to show the highest budget deficit for a generation, leaving the government casting around for new, politically acceptable sources of revenue.

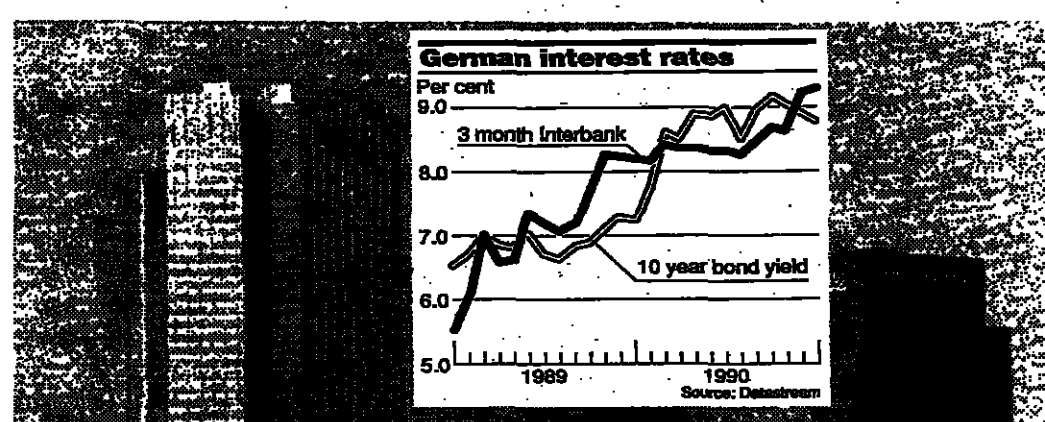
The tax's abolition will not have an immediate effect on Frankfurt's competitive position. In some ways, it had accumulated and floating rate notes. Spreads on these instruments are so thin that even a small tax renders them unattractive. The tax was not the only barrier to commercial paper issuance. Another obstacle - two paragraphs of the Civil Code requiring finance ministry approval to issue new securities - also fell away from January 1, rather than the bankers' dismay. With the two changes, D-Mark commercial paper is now viable. Given high interest rates, it could quickly develop into an attractive alternative borrowing route for German companies.

### Now that it's viable, D-Mark commercial paper could develop into an attractive borrowing route for German companies

Many of these have already been active in the commercial paper market and in markets in other currencies, such as guilders. Significantly, the first D-Mark commercial paper financing, announced last month, comes from Deutsche Bank, arranging a DM500m commercial paper programme for Daimler-Benz. Deutsche's participation is seen as a signal to other potential market participants. Until now, German banks have opposed "disintermediation", in which companies go straight to the market for short-term debt more or less directly to institutional investors. "A taboo has been broken and this brings a certain dynamism into the product," says one official prominent in the foreign bank community. The move means that they lose money on the established banking relationships. If institutions compete to offer more attractive pricing to corporate borrowers.

Other money market instruments common elsewhere - certificates of deposit (CDs), used to raise money by banks - must, for the moment, wait their time. They will not become attractive without further regulatory changes, notably a relaxation of the minimum reserve requirements currently enforced by the Bundesbank.

As the commercial paper market develops, it could further erode established banking relationships. If institutions compete to offer more attractive pricing to corporate borrowers. Other money market instruments common elsewhere - certificates of deposit (CDs), used to raise money by banks - must, for the moment, wait their time. They will not become attractive without further regulatory changes, notably a relaxation of the minimum reserve requirements currently enforced by the Bundesbank.



The subject is assumed to be on the agenda of the central bank policy council in the first quarter of this year. The availability of CDs would create an important source of cheaper funds for foreign banks. Their current uncompetitive funding base - largely through the expensive interbank market - means that they lose money when interest rates are high as has been the case in the last two years.

An outright abolition of minimum reserve requirements on term deposits would be out of the question, because it would signal an easing of monetary policy. The Bundesbank would not wish to send such a message when it is considering a further increase in interest rates largely necessitated by ballooning budget deficits. But at the time of the 1/4 percentage point rise in the Lombard rate in November 1990, the council is understood to have discussed the possibility of introducing a market-related Lombard rate and simultaneously easing reserve requirements for term deposits. Such a step would have been neutral in monetary policy terms, and would have helped Frankfurt's competitive position. (The big loser would be Luxembourg, where borrowers and lenders of D-Marks have conducted much of their business, to avoid the minimum reserve requirements.)

Making German financial markets more internationally competitive is not the only consideration, however. Political obstacles, notably the conflicting interests of the regional and central Bundesbank directors, play a role too. Such pressures may delay the moment when CDs become routine funding devices. An active money market will clearly take some time to develop, and it remains to be seen how enthusiastically the German banks embrace the new instruments. In the long run, however, the banks' cheap funding base could be considerably eroded, as commercial paper makes their term deposit rates less attractive. This effect would be particularly marked if retail money market funds along US lines are permitted. The EC's UCITS directive already permits the creation of funds containing a proportion of money market instruments. Full money market funds would require a German legislative change, something the Bundesbank is likely to oppose. In time, however, such pressures will inevitably lessen the German banks' access to cheap funds. Having your wishes granted is not always an unalloyed pleasure.

## Economics Notebook

### Too many cooks spoil Italy's budget

IT IS pure coincidence that Mario Sarcinelli should have decided to quit as director general of the Italian Treasury at a time when political reform is the flavour of the month in Italy. Thousands of words have been written in recent weeks by journalists, academics and politicians about the need for constitutional changes which would decisively shift the balance of decision-making power away from parliament in favour of the executive. In all of the other main European economies, the Treasury ministry has far more decisive control over government spending policies than in Italy. Here the absence of effective horizontal co-ordination between ministries and the relative inability of the government to impose its budgetary design on parliament means that a coherent budgetary strategy is constantly falling victim to short-term and frequently extremely local political exigencies.

After dedicating eight years to trying to design and secure the application of a strategy for coping with Italy's severe problems of accumulated debt and extraordinarily high budget deficits, Mr Sarcinelli decided last month to accept one of the two deputy presidencies of the European Bank for Reconstruction and Development (EBRD). He is being characteristically reticent about his reasons for doing so, but it is not at all unlikely that he is feeling a growing sense of despair about the prospects for turning around the budgetary problem under Italy's present institutional arrangements.

On one occasion last October, his public mask of aseptic imperturbability slipped and he spoke of the "unsustainable" situation of the national public finances. "Government debt issues are becoming gone on, he would have been supervising gross issues by the Treasury next year to finance new and to roll over existing debt of L500,000bn (\$460bn) - a figure without parallel in the European Community," said Mr Carlo Azeglio Ciampi, the Governor of the Bank of Italy, last October. On paper, the 1991 budget, passed by parliament just before Christmas, promises important progress in the government's medium-term plan to stabilise public finances by 1993. The goal is to reduce the budget deficit as a proportion of gross domestic product from last year's 10.7 per cent to 6.4 per cent while establishing total debt at a peak of 104.6 per cent of gdp in 1992.

Mr Sarcinelli himself offered a somewhat technocratic explanation for the inadequacy of Italian fiscal policies in an article published last year while Mr Guido Carli, the current Treasury Minister, recently said that in the absence of political reform the government could only apply "partial corrections" to the deficit problem. According to the departing director general, the parliament and the bureaucracy conspire together to produce fragmented spending initiatives favouring particular groups which then generate demands for equal measures from those not benefiting. Budget constraints and efficiency requirements are quickly forgotten.

### Rome is weighed down by accumulated debt and high budget deficits. As patience wears thin, reform is flavour of the month

Next year's budget numbers are encouraging: a deficit of L32,000bn (9.3 per cent of gdp) which is built on a current surplus of L8,000bn - the first time that revenues will have exceeded expenditures net of interest payments for more than a decade and a half. But the actual measures designed to achieve these ends are a scissors and paste job of revenues brought forward from 1992 and spending cuts of uncertain value. Some L5,000bn is even scheduled to come in from the sale of state assets, although not a single detailed proposal has yet been produced. Only now are Italians seriously beginning to discuss the degree to which their political system is responsible for the worsening of the national debt-to-gdp ratio by 40 percentage points during the 1980s compared with the previous year.

He spoke admirably of the British, French and German budget-making systems in which parliamentarians have little or no actual power to introduce spending amendments. Instead, the 1991 Italian budget was littered with subsequent opportunities for the parliament to pass "mini-laws".

particularly where local authority spending is concerned since funds are obtained from the centre without local politicians having any real responsibility for raising money. In an interview published last week by Corriere della Sera, Mr Carli was more explicit, arguing that changes in the electoral system were needed, in the balance of powers between government and parliament and in giving more revenue-raising authority to local governments. He spoke admirably of the British, French and German budget-making systems in which parliamentarians have little or no actual power to introduce spending amendments. Instead, the 1991 Italian budget was littered with subsequent opportunities for the parliament to pass "mini-laws".

### Investcorp raises net profit 28% to \$66.3m

By Victor Mallet in London

INVESTCORP, the Bahrain-based international investment bank which bought US fashion retailer Saks Fifth Avenue for \$1.6bn in July, yesterday announced 1990 net profits of \$66.3m, a 28 per cent rise over the previous year.

Mr Abdul-Rahman Salim al-Ateeqi, chairman of the board, said 1990 had been the company's most difficult year. "Not only did we have to cope with the economic downturn, declining equity and property markets and a troubled financial community but also with the aggression against Kuwait," he said.

Investcorp, which channels money from the Gulf into western investments, moved to allay concerns about the effects of the Gulf crisis among its banks, clients and shareholders by shifting control of its assets from Bahrain to Investcorp in Luxembourg. "While our assets are now controlled outside the Gulf region, our operational headquarters will continue to be in Bahrain," Mr al-Ateeqi said. Assets rose 16 per cent to \$943.9m in 1990, and return on average assets was 7.5 per cent; return per employee was \$397,100. Total shareholders' funds were \$243m at the end of December, and return on average shareholders' funds last year was 30 per cent.

Mr Michael Merritt, a member of the management committee, said that while the Gulf crisis was obviously disruptive, most investors, including Kuwaiti institutions and individuals, continued to remain active. Investcorp had not released any of its 167 staff in Bahrain, London, or

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## COMPANIES AND FINANCE

## JAL to buy into Lockheed jet maintenance offshoot

By Paul Bettis, Aerospace Correspondent

JAPAN Airlines (JAL) is to take a 14 per cent stake in a subsidiary of Lockheed, the US aerospace group, newly set up to maintain and modify Boeing 747 jumbo jets.

JAL owns the world's largest fleet with 67 Boeing 747s in service. The Japanese carrier has also ordered another 64 of the latest version of the Boeing aircraft, the 747-400.

The agreement with Lockheed reflects the trend of airlines to forge close ties with large aerospace groups.

It is also part of Lockheed's efforts to expand in the commercial aircraft maintenance and modification engineering sector after dropping out of the large commercial jet aircraft manufacturing business. Lockheed, primarily a defence contractor, has been seeking to increase its operations in civil sectors to offset the

decline in military programmes and defence spending.

The agreement with JAL involves the US group's recently formed Lockheed Commercial Aircraft Centre (LCAC) based at Norton Air Force Base in California.

Norton is one of the military bases the US plans to close by 1994. Lockheed has agreed to occupy two bays of a four-bay hangar at Norton and will occupy the other two bays when the air force leaves.

The new facility for Boeing 747 modifications is expected to become operational in the first quarter of this year and will employ 450 people by the end of the first year of activity. By 1994, the Lockheed-JAL joint venture is expected to employ nearly 1,000 people.

Lockheed and JAL have not disclosed how much the Japanese airline is paying for its 14

per cent stake. But they said JAL would share in the management of the company.

The Japanese carrier will also be involved in the company's quality control and planning staff and will assign technical instructors, engineers and inspectors at LCAC as required.

Mr Akio Nakamura, JAL's US managing director, said the airline anticipated that a significant number of its 747 aircraft would require modifications and maintenance in the next few years.

The growth in the worldwide fleet of 747 aircraft, the continued use of older aircraft and more stringent airworthiness regulations have created a big demand for aircraft maintenance facilities. Lockheed said facilities capable of providing complete maintenance services for large aircraft were now in short supply.

## Windsor sharply lower at £242,000

By Richard Lapper

WINDSOR, the insurance broking group, saw its pre-tax profits drop sharply to £242,000 in the year ended September 30, from £653,000 for the previous year.

Earnings per share fell from 1.57p to 0.36p, and there is no dividend, against 0.3p. Turnover increased from £7.52m to £8.13m. But profits were pegged back by a growth in expenses linked to an unsuccessful effort to diversify into broader financial services business. Staff costs increased from £3.63m to £4.07m.

Mr Stanley Taylor, chairman, admitted that 1990 had been a "difficult and frustrating year" and said the company had "been blown off course" by its diversification. It would now concentrate on its core broking business.

Following the acquisition by Warrington, the property developer, of a substantial shareholding in the group, Windsor acquired a 75 per cent interest in Commercial Holdings Group, a network of franchisees acting as brokers for mortgages and loans.

Last July, Windsor said it expected a £500,000 write down of its investment in Commercial; the subsidiary was later placed into liquidation.

Mr Philip Reid, chief executive of Windsor who had joined the group from Warrington, resigned from the board last year.

## Rising fuel costs hit Thai airline

By Nikki Tall in New York

THAI Airways International, the flag carrier of Thailand, has announced a fall in pre-tax operating profits to £.75bn (baht 697m) for the year to September 30 1990, from £.42bn baht a year earlier, AP-DJ reports.

The company attributed the drop to rising fuel costs and inflation in the last two months of the fiscal year and the world economic downturn.

Gross revenues rose by 11.9 per cent to 48,620m baht for the year, while expenses climbed by 16.1 per cent to 41,860m baht.

The airline added 14 aircraft during the year. Available ton-kilometres increased by 11 per cent and revenue ton-kilometres by 14 per cent, improving the load factor to 70.7 per cent from 69.3 per cent.

A total of 6.5m passengers were carried, an increase of 12.5 per cent on the previous year.

## German merger activity declines

By Katharine Campbell in Frankfurt

THE mergers and acquisitions activities of German companies declined during 1990 as domestic enterprises pulled in their horns abroad and turned their attention to new openings in the eastern part of the country, according to figures compiled by M&A International.

German companies completed only 186 deals abroad, compared with 215 in 1989, according to the consultancy group, which specialises in advising medium-sized companies from its base in Königstein outside Frankfurt. Within the European Community, German investments were down to 103 from 129.

In east Germany, west German companies have bought 101 entities, with 15 going to

foreigners, says M&A, giving no value for these transactions. However, much of the activity in the east has been through start-ups, joint ventures and operations conducted from within Germany - with many of the important acquisitions expected this year. Therefore M&A's figures fail fully to reflect the time and resources diverted from other expansion towards exploiting the nascent eastern market.

The Germans made fewer purchases in France (23 transactions compared with 40 the previous year), but they were more active in the UK (40 versus 21) and slightly more so in the US (40 against 35). Lower prices, dictated by the latter two countries' economies veering

towards recession, and the strength of the D-Mark, largely account for that increased activity, M&A says.

Within Germany, 1,412 companies with a combined value of DM\$2bn (\$10.5bn) changed hands in the course of 1990, after 1,424 the previous year worth DM\$7bn. Foreigners were involved in 469 deals, compared with 450.

The number of large transactions has fallen overall, partly as a result of increased capital gains tax, the group suggests. The figures exclude joint ventures and minority interests, and the outcome of some bid situations is still awaited, notably the fate of Prell's overtures to tyre manufacturer Continental.

This year, the British surpassed the Americans as the most active foreigners in corporate Germany, effecting 90 deals, against 87 in 1989, to the Americans' 68 compared with 87.

Meanwhile, prices began to soften in Germany towards the end of 1990, a trend that Marco Buckhardt, managing director of M&A, sees continuing into 1991.

He also forecast that investment in east Germany would account for about a third of the total German market.

"This [preoccupation] of west German companies will allow foreign companies again to increase their investments in Germany," he added.

## More retailers in Chapter 11

By Karen Zagor in New York

THE recession and falling consumer spending has claimed more victims, with three of Enstar Group's retail subsidiaries and Best Products filing for protection from creditors under Chapter 11 of the Bankruptcy Code.

Both groups are casualties of the leveraged buy-out frenzy of the 1980s which left them with large debt burdens and limited liquidity.

Best Products, one of the biggest US catalogue showroom retailers, was taken private in a \$1.1bn leveraged buy-out in 1988. Speculation that the Virginia-based company might be forced into bankruptcy started

in late December, when Best said it was having trouble renegotiating its debt because of the disappointing Christmas retail season and economic slowdown.

The company turned in a loss of \$9.9m in the first half of last year on sales of \$890m. In December, Best had \$864.8m of long-term debt on its books.

Manufacturers Hanover, Best's lead banker, said that about \$181m of its outstanding loans to Best had been placed on non-accrual status and would be reflected in the bank's non-performing loans as of December 31, 1990.

Enstar, a financial-services

and retailing group, said yesterday that its Enstar Specialty Retail subsidiary and its Shoe City and Amret retailing operations would file for Chapter 11 protection in the hope of returning to profitability.

Enstar, which started life as Kinross Care Learning Centers in the 1950s, expanded rapidly in 1987, using funds raised by Mr Michael Milken, the recently indicted junk bond king, and Drexel Burnham Lambert, the investment house now in bankruptcy. The company acquired a savings and loan association in Florida, several retailing businesses and a magazine for deer hunters.

## Liffe volume passes that on Matif

By Deborah Hargreaves

THE London International Financial Futures Exchange (Liffe) overtook its European rival, the Matif, the French futures exchange, in contract volume last year when it traded 34m contracts.

This marked an increase in volume of 10m contracts or 43 per cent compared with the 10 per cent jump in volume to 23.6m contracts traded at Matif.

Matif had edged ahead of Liffe in 1989 when it traded a record 26m lots, 2m more than its London rival. However, the success of Liffe's German bond futures contract in the year of German monetary and political unification buoyed the exchange's volume.

Bund futures traded 3.6m lots in 1990, a leap of 75 per cent, from 2.1m the year before.

In France, the exchange's 10-year bond futures contract accounted for the lion's share of volume at the Matif, trading almost 16m contracts.

The exchange's fledgling Ken bond futures, which started trading in mid-October, notched up 56,392 by the end of the year.

An increasing interest in international indices by fund managers saw Matif's CAC 40 index futures increasing in number by almost four times to 1.6m lots traded.

At Liffe, FTSE 100 futures trading was up 40 per cent to 1.4m compared with 1m. Liffe said that its after-hours screen trading system was about to trade its millionth contract.

## Hunting sells car components side for £5m

By Jane Fuller

Hunting, the defence, aviation and oil company, has sold a loss-making car components business to the management for £5m.

The business, called Hunting Precision Components, which exports car parts to the US, was regarded as non-core. Its net assets were valued at £7.3m in December 1989.

"The sale price of £5m, of which £4.3m was paid in cash, was in line with the group's reduced expectations following the deterioration of the markets in which the non-core businesses were operating."

When Hunting announced a near 12 per cent increase in pre-tax profit to £19.86m for the first half of the year, it registered an extraordinary loss of £10.4m to cover the fall in the estimated realisable value.

## Durham expansion

DG Durham Group, the USM-quoted Lloyd's of London insurance broker, is expanding with the acquisition of Hadley Gannon International and associated companies, for an undisclosed amount.

Hadley Gannon is one of the largest independent marine cargo brokers at Lloyd's, specialising in the freight forwarding industry. The enlarged Durham Group will generate brokerage income of £12m.

## Amstrad in drive to boost European sales

By Michael Skapinker

AMSTRAD, the UK electronics group, has formed a joint venture company in Greece and is looking for an acquisition in Scandinavia as part of a drive to increase its European sales.

Amstrad Hellas, the Greek subsidiary, will be 51 per cent owned by Amstrad, with the remaining 49 per cent in the hands of Mr Akis Karasolis, the owner of Micropolis, Amstrad's Greek distributor.

Mr Alan Sugar, chairman of Amstrad, said the company also wanted to buy a subsidiary in Scandinavia.

He was interested in a similar joint venture agreement or

an outright purchase.

Although over half Amstrad's sales come from outside the UK, its forays into foreign markets have not always been happy. In 1989, Mr Sugar replaced the managing director of Amstrad's Spanish company, which he had previously regarded as well run. Mr Sugar said, however, that he had learned a "nightmare lesson" and was now more confident about his ability to choose foreign managers.

Amstrad also announced that it was moving its Staffordshire-based distribution subsidiary to its group headquarters in Essex.

## Lexicon in profit after second half improvement

A MATERIAL improvement in the second half put Lexicon into profit for the year ended August 31 1990, after losses in the three previous periods.

This Boston-based maker of digital audio processing equipment, listed in London, said cost controls as well as strong sales of professional audio products were major factors in improving profitability.

Pre-tax profit for the year came to \$99,000, against a loss of \$89,000. After tax and cumulative effect of change in accounting principle the net

profit was \$384,000 (loss \$151,000), or 4.2 cents per share (3 cents). In view of the company's growth needs the dividend is again 0.25 cents; officer/director shareholders have waived their entitlement.

There was a 12 per cent drop in sales to \$15.08m, primarily because of working capital limitations which restricted the delivery of high volume products. Order backlogs reached record levels at mid-year and had remained strong through the year-end and into the current term.

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## CROSS BORDER M&amp;A DEALS

BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
United Biscuits (UK)	Oxford Biscuits (Denmark)	Biscuits	N/a	Further RJR Nabisco fallout
Total-CFP (France)	Finagas unit of Petrofina (Belgium)	Liquefied gas distribution	£30-40m	Total reinforces mkt position
Morning Star Holdings (Hong Kong)	Victoria Holdings (Australia)	Hotels	£15m	Needs approval by s'holders, regulators
Claridge Israel (Canada)	Osem (Israel)	Food	£14m	33% stake; surprise diversification
Jefferson Smurfit (Ireland)	Lestrem Group (France)	Paper & packaging	N/a	Continuing European development
Compagnie Générale de Chauffage (France)	Aid-Call (UK)	Monitors & alarm systems	£6.24m max	Recommended offer
Golden Vale (Ireland)	E Ladbroke and Collins Dairies (UK)	Dairy produce	£3.25m	UK expansion for Cork firm
Newman Tonks (UK)	O Mustad & Fils (France)	Door control equipment	£1.6m	NT resumes European growth
BHP (Australia)	ARC Titan (Papua New Guinea)	Steel storage & processing	N/a	BHP doubles stake to 80%
Hanson (UK/US)	Garant (Canada)	Garden tools	£7.1m	Expansion of existing units

writes Brian Bollen.

Source: FT Mergers & Acquisitions International

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THE FISCAL AGENT SOCIETE GENERALE ALSACIENNE DE BANQUE LUXEMBOURG BRANCH

U.S. \$100,000,000 Security Pacific Corporation Subordinated Floating Rate Notes due 1992  
Notice is hereby given that for the interest period from January 7, 1991 to April 8, 1991 the Notes will carry an interest rate of 7 1/2% per annum. The coupon amount payable on April 8, 1991 will be U.S. \$1,927.43 and U.S. \$1,927.44 respectively for Notes in denominations of U.S. \$100,000 and U.S. \$1,000,000.  
By: The Chase Manhattan Bank, N.A. London, Agent Bank January 7, 1991

City of Copenhagen  
¥7,000,000,000  
Floating Rate Notes Due 1996  
Notice is hereby given that the Rate of Interest for the Interest Period from 5th January, 1991 to 5th July, 1991 is 6.83% per annum.  
Interest payable on 5th July, 1991 will amount to ¥3,586,952 per ¥100,000,000 principal amount of the Notes.  
Agent Bank The Long-Term Credit Bank of Japan, Limited Tokyo

FLASH EIGHT LIMITED  
U.S. \$30,000,000 Secured Floating Rate Notes Due 1993  
In accordance with the conditions of the notes, notice is hereby given that for the six-month period 7th January 1991 to 6th July 1991 (182 days) the notes will carry an interest rate of 7.585% p.a. Relevant interest payments will be as follows:  
Notes of U.S. \$100,000 U.S. \$3,839.69 per coupon.  
THE SANWA BANK LIMITED Agent Bank

Citicorp Banking Corporation U.S. \$250,000,000 Guaranteed Floating Rate Subordinated Capital Notes Due July 14, 1997 Unconditionally Guaranteed by Citicorp  
Pursuant to Paragraph (d) of the Terms and Conditions of the Notes notice is hereby given that the period in respect of Coupon No. 26 will run from January 22, 1991 to February 22, 1991. A further notice will be published advising Rate of Interest and Coupon amount payable.  
January 7, 1991, London  
By: Citibank, N.A. (CSSI Dept.), Agent Bank

IG INDEX  
TELEPHONE: 071-828 7233  
FTSE 100 Jan. 2126/2136 +18 Mar. 2156/2166 +18  
WALL STREET Jan. 2570/2582 -5 Mar. 2576/2586 -5  
5pm Prices. Change from previous 5pm close.  
HOW WELL DID YOU JUDGE THE MARKET?

WORLD MARKETS IN REAL TIME  
\$310 per month  
(+VAT and Exchange Fees)

U.S. \$100,000,000  
Brierley Investments Overseas N.V. (Incorporated with limited liability in the Netherlands Antilles)  
Floating Rate Notes Due 1992  
all unconditionally and irrevocably guaranteed by Brierley Investments Limited (Incorporated with limited liability in New Zealand)  
In accordance with the terms and conditions of the Notes, notice is hereby given, that for the interest period from January 7, 1991 to April 8, 1991 the Notes will carry an interest rate of 7.575% per annum. The amount payable on April 8, 1991 will be U.S. \$191.48 per U.S. \$100,000 principal amount of Notes.  
By: The Chase Manhattan Bank, N.A. London, Agent Bank

Yen 10,000,000,000  
MEPC  
Metropolitan Estate and Property International N.V. (Incorporated with limited liability in The Netherlands)  
Floating Rate Guaranteed Notes Due 1995  
Irrevocably and unconditionally guaranteed by MEPC plc (Incorporated with limited liability in England under the Companies Act 1929)  
Notice is hereby given that for the interest period from January 7, 1991 to July 8, 1991 the Notes will carry an interest rate of 8.07813% per annum. The amount of interest payable on July 8, 1991 will be Yen 408,394 per Yen 10,000,000 principal amount of Notes.  
By: The Chase Manhattan Bank, N.A. London, Principal Paying Agent

EAGLE LIMITED  
(Incorporated with limited liability in the Cayman Islands)  
Series "A" US\$ 65,000,000 Secured Floating Rate Notes Due 1992  
In accordance with the provisions of the Notes, notice is hereby given that the rate of interest for the interest period 7th January 1991 to 8th July 1991 has been fixed at 7.575% p.a. The coupon amount payable on 8th July 1991 will be US\$ 38,295.83 per US\$ 1,000,000 Note.  
The Yasuda Trust and Banking Co., Ltd. London, Agent Bank



# INTERNATIONAL CAPITAL MARKETS

## US MONEY AND CREDIT

### New questions for the new year

NEW YEAR, new questions. For the past few months, politicians and economists have argued earnestly whether or not the US economy was in a recession.

Now that the authorities have conceded that it is, the debate seems set to move on. The question taxing the markets last week was simple: how long will such a state of affairs persist?

The answer is anything but clear-cut. The official line is that the recession should be short and shallow. The projection is for a fall in GNP of 3.4 per cent in the fourth quarter of 1990, followed by a further, but more modest, decline of 1.3 per cent in the first three months of 1991.

This optimistic scenario was neatly buttressed by the set of unemployment figures released on Friday.

The surprise for analysts was that the number of non-farm jobs slipped by only 75,000 last month - about half the number that they, and the markets, had been expecting.

The significance of this data

#### US MONEY MARKET RATES (%)

	Last Friday	1 week ago	4 weeks ago	12 months ago	12-month low
Fed Funds (week ending)	5.00	5.50	7.00	9.50	5.00
Three-month Treasury bill	5.75	6.25	7.50	10.00	5.75
Six-month Treasury bill	6.00	6.50	7.75	10.25	6.00
Ninety-day Treasury bill	6.25	6.75	8.00	10.50	6.25
One-year Treasury bill	6.50	7.00	8.25	10.75	6.50
Two-year Treasury bill	6.75	7.25	8.50	11.00	6.75
Three-year Treasury bill	7.00	7.50	8.75	11.25	7.00
Five-year Treasury bill	7.25	7.75	9.00	11.50	7.25
Seven-year Treasury bill	7.50	8.00	9.25	11.75	7.50
Ten-year Treasury bill	7.75	8.25	9.50	12.00	7.75
30-year Treasury bill	8.00	8.50	9.75	12.25	8.00

#### US BOND PRICES AND YIELDS (%)

	Last Friday	1 week ago	4 weeks ago	12 months ago	12-month low
Three-month Treasury bill	104.5	104.5	104.5	104.5	104.5
Six-month Treasury bill	104.5	104.5	104.5	104.5	104.5
Ninety-day Treasury bill	104.5	104.5	104.5	104.5	104.5
One-year Treasury bill	104.5	104.5	104.5	104.5	104.5
Two-year Treasury bill	104.5	104.5	104.5	104.5	104.5
Three-year Treasury bill	104.5	104.5	104.5	104.5	104.5
Five-year Treasury bill	104.5	104.5	104.5	104.5	104.5
Seven-year Treasury bill	104.5	104.5	104.5	104.5	104.5
Ten-year Treasury bill	104.5	104.5	104.5	104.5	104.5
30-year Treasury bill	104.5	104.5	104.5	104.5	104.5

Money supply: in the week ended December 24, M1 rose by \$4bn to \$528bn

Source: Federal Reserve Bank

Source: Federal Reserve Bank

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## UK GILTS

### Gulf crisis worries shrugged aside

THE gilt-edged securities market last week extended its pre-Christmas upward thrust, buoyed by confirmation that the government would take a tough line on defending the pound.

Shrugging off worries that a war in the Gulf would send an inflationary wave throughout the world, the market was in an optimistic mood. Long-dated gilts benefited in particular, showing an increase in prices over the week of about 1 point and a consequent drop in yields.

The benchmark 9 per cent Treasury bond maturing in 2008 reflected this trend. It was quoted on Friday night at just under 88, a rise of about 1½ points on the week. Its yield late on Friday was 10.12 per cent.

In the longer term, as the projection by Warburg Securities shows, the outlook for the long end of the gilt market may be less rosy.

Warburg economists are predicting that yields for long gilts will continue declining only for a few months, before rising later in the year as a result of a rush of new gilt issues expected in the next financial year.

The new gilts may be needed

because of the government's rapidly increasing requirement to borrow money to fund public spending.

Mr John Sheppard, a Warburg analyst, says: "We are talking about a conveyor belt of gilt issues during the year. To begin with, these may not have much effect in damping down prices. But they will do so towards the end of 1991, particularly at the long end of the market."

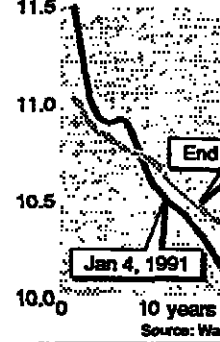
At the shorter end of the yield curve, a different set of calculations applies. The general consensus is that yields will come down during the year, reflecting the anticipated reductions in the base rate. Preoccupying the market, however, is the rate at which borrowing conditions are eased.

Gilts were helped during the week by comments from Mr Norman Lamont, the chancellor, that he was unlikely to reduce the cost of borrowing until the pound strengthened in the European exchange rate mechanism.

Largely as a result his remarks, sterling closed on Friday at DM2.9125, a gain of about 4 pence on the week. It is still, however, some 4 pence below its DM2.95 central rate in the ERM.

#### UK gilts yields

Registered at par (%)



Source: Warburg Securities

Source: Warburg Securities

Source: Warburg Securities

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pound to its ERM floor.

As for the gilt market, it is cheering on Mr Lamont. It feels that the opportunities for reducing inflation are all the better the longer the chancellor can hold out. The annual inflation rate was 9.7 per cent in November and many economists, and the Treasury, think it will be brought down to between 5 and 6 per cent by the end of the year.

A contrasting view is that the political risks of keeping interest rates high may outweigh the problems related to sterling.

Mr Richard Jeffrey, an economist at Hoare Govett, says Mr Lamont should take his eyes off sterling and cut rates by 2 per cent by the end of March. "It is a knee-jerk reaction to think that the pound would necessarily fall; it is just as likely to go the other way as investors gain confidence that the UK economy has a future," he says.

Should Mr Lamont take this advice - and all the signs at the moment are that he will - the gilt market might fear the consequences in terms of the pattern for inflation during the next year.

Peter Marsh

## GERMAN BONDS

### Investors pleased to see the back of 1990

FEW PEOPLE will be surprised that the German bond market was not a good place to be in 1990.

Domestic investors earned overall returns, in D-Marks, on bonds of more than five years maturity of "between 0 per cent and 5.9 per cent", according to Deutsche Bank, while they would have done better in most other European markets, picking up more than 15 per cent in Spain.

However, German investors bought a record number of bonds last year. Indeed, their elastic appetite contributed to the fact that, despite an avalanche of new debt in the second half of 1990, yields on 10-year paper never quite exceeded the February highs when international investors first became alarmed at the financial magnitude of the east German endeavour.

This year, the strength of the D-Mark and the unusual

spread that bonds offer over US treasuries may entice some international players, global capital shortages notwithstanding, back to Germany. They will be needed in a year when gross debt issuance is expected to exceed DM1bn for every working day.

Still, leaving aside the imperiousness of the international situation, the German bond market goes into 1991 cynical about Bonn's ability to keep the budget deficit to DM140bn, but fairly confident that real yields of 6 per cent will, as they have through the ups and downs of 1990, attract sufficient capital to plug the seemingly bottomless east German financing pit.

Of more immediate concern is the threat of an official rate rise. The first Bundesbank council meeting of the year passed without incident. But short-term market rates already reflect the unmistake-

able sabre-rattling in the last Bundesbank report to the effect that Bonn's fiscal laxity, combined with looming wage rounds, could force the bank to tighten again.

The market's expectations, bolstering the D-Mark nicely, are to a certain extent accomplishing the Bundesbank's task for it. Moreover, any move will not be for some weeks.

The draft Budget will not go before Cabinet until mid-February at the earliest, leaving open until then the question of what proportion of the projected DM55bn in budget cuts will be achieved.

A floating Lombard rate could be introduced, whereby the central bank, under pressure from falling rates in the recessionary economies outside Germany, would fix the emergency borrowing rate at a specific margin over call money.

The technical benefits of this

would lie in preventing banks over-using the emergency facility when it fell below market rates - a persistent problem recently. But also, the floating ceiling allows the Bundesbank to nudge rates up via the weekly repurchase agreements, in a way that is more discreet - and less inflammatory to the international community - than headline Lombard adjustments.

The only snag is that the regional Bundesbank directors have a say in the latter, but not the former, and so are apparently less than enthusiastic.

The bond market might spend some time puzzling over the monetary policy implications of such a move - particularly whether it is accompanied by an offsetting relaxation of minimum reserve requirements on term money.

Katharine Campbell

FT/AIBD INTERNATIONAL BOND SERVICE									
U.S. DOLLAR STRAIGHTS									
	Yield	Price	Change	Yield	Price	Change	Yield	Price	Change
ABN AMRO 8 1/8 92	8.125	101.50	+	8.125	101.50	+	8.125	101.50	+
ABN AMRO 8 1/8 93	8.125	101.50	+	8.125	101.50	+	8.125	101.50	+
ABN AMRO 8 1/8 94	8.125	101.50	+	8.125	101.50	+	8.125	101.50	+
ABN AMRO 8 1/8 95	8.125	101.50	+	8.125	101.50	+	8.125	101.50	



## INTERNATIONAL CAPITAL MARKETS

## INTERNATIONAL CREDITS

## Mortgage Corp doubles sterling CP programme

THE Mortgage Corporation (TMC), the UK mortgage lending offshoot of Salomon Brothers of the US, has doubled the size of its sterling commercial paper (CP) programme to £500m, making it the largest issuer of paper in the sterling market, according to the company.

"Commercial paper diversifies our sources of funding and provides cost-effective finance at a rate below Libor (London Interbank Offered Rate)," says Mr Jon Boyle, TMC treasury director.

Issuance of paper under the company's programme recently reached a peak of £250m with average balances maintained at £200m in December against the background of a general drop in outstanding sterling CP. Mr Boyle cites keen investor interest in the company's paper as an additional reason for boosting the programme.

The paper carries a guarantee from Salomon and has a strong underlying security since funds are used to finance TMC's residential mortgage lending prior to securitisation.

Since the CP provides sub-Libor funding, Mr Boyle says it is much cheaper than securitising mortgages for which TMC has paid 18 to 37.5 basis points over Libor in the past. "We have never turned down a deal irrespective of the maturity for any reason other than price," he says, "we have great flexibility over issuance and can go in maturities from a week to a year."

● Meyer International, the building materials and timber distributor, has rearranged its syndicated loan facilities to reduce its overall facility. The company has agreed to reduce its medium-term loan from £120m to £95m for which it will continue to pay 30 basis points over Libor. In addition, Meyer has agreed a three-year term for its revolving credit facility which will be scaled down to £45m from £60m. The interest margin is 37.5 basis points over Libor.

Deborah Hargreaves

## ECU BOND MARKETS

## A favourite child within the financial community . . .

AMID THE political manoeuvring that surrounded the opening of the Inter-Governmental Conference (IGC) in Rome last month, a rather special anniversary went unnoticed. The European currency unit was 13 years old, having been born, or at least first sighted, in a European Commission memorandum dated December 18 1978.

The outcome of the IGC may not be known until the second half of 1991, but whatever the political leaders decide, the financial community has shown itself to be an influential friend of the fledgling common currency.

The Ecu took its first faltering steps towards common usage in 1981, when the first Ecu-denominated bonds were issued. Today there are \$60bn-worth of fixed-rate Ecu bonds outstanding in the international bond market - making it the fifth ranking currency by value of outstanding bonds in the market.

Last year, Ecu14bn (\$17.5bn) of bonds were issued, making it the fourth most popular currency among international investors, behind dollars, sterling and yen. For the first time,

last year more Ecu bonds were launched into the international market than bonds denominated in D-Marks.

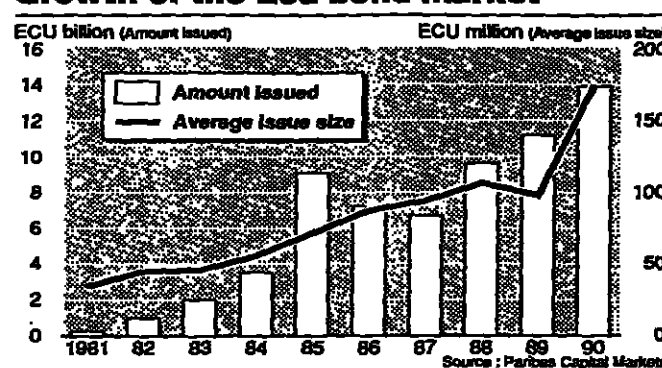
According to many observers, Ecu bond issuance is set to mushroom over the next five years. A recent survey of financial institutions suggested that 1991 could see \$18.4bn of new Ecu-denominated bonds, rising to \$30.5bn in 1993 and \$61.1bn in 1995. Given a favourable political environment, some analysts say that even these figures may under-estimate the eventual outcome.

Moreover, the Ecu is not only popular within Europe. Investors from every part of the world have warmed to Ecu paper.

It is estimated that about Ecu6bn, 10 per cent of outstanding Ecu bonds, is held by Japanese investors. For example, all the top eight Japanese insurance companies now hold between 2 per cent and 6 per cent of their assets in Ecu. Together, the big eight hold Ecu3.1bn of paper - a figure which is steadily rising.

International investors have been attracted by the combination of relatively high yields and low currency risk

## Growth of the Ecu bond market



Source: Paribas Capital Markets

available on Ecu bonds. A 10-year Ecu bond from a top-rated borrower will yield 10 per cent or more, against perhaps 8.8 per cent in D-Marks. Yet the German currency makes up more than 30 per cent of the Ecu basket and in the past four years the Ecu has depreciated very little against the D-Mark.

Japanese institutions are increasingly using Ecu bonds as the core of their European investment.

Other markets, such as that of the French franc, are used to

enhance the performance of this core portfolio.

In some ways the Ecu bond market betrays its youth. For example, the full range of hedging instruments, with which sophisticated investors manage portfolio risk, are not yet available.

But even this "financial infrastructure" is emerging. The Matif, the French financial futures exchange, launched the first Ecu bond futures contract last month. The London International Financial Futures Exchange (Liffe) will launch a

competitive product in March. Banque Paribas recently launched an index of liquid Ecu bond issues which portfolio managers will use to measure the performance of the market. This may also be used as the basis for index warrants and other products.

Last year was particularly satisfying for the Ecu bond market's supporters. For with a sharp overall rise in volume, big and liquid benchmark bonds have been issued for the first time.

Issues of more than Ecu1bn from the European Investment Bank, Italy and France have provided liquidity in a market that previously comprised mostly smaller, less heavily traded issues. These benchmark deals have attracted Ecu investment institutions restricted to buying only the best quality, most liquid deals.

The economic benefits of borrowing in Ecu are clear for sovereign governments and supranational organisations. As a composite basket of other European currencies, Ecu borrowings offer a built-in hedge against currency risk.

However, the political bene-

fits are also substantial for governments encouraging full monetary union. The first UK government bond denominated in Ecu, expected in the current quarter, will be used as an attempt to demonstrate the issuer's European credentials.

For companies, the economic benefits of issuing Ecu bonds depend on being able to swap the proceeds of the issue into a useful operating currency. For despite the volume of Ecu debt outstanding, the currency does not yet have legal tender status within the European Community.

When the currency and interest rate swaps are available, UK companies such as Abbey National, British Telecom, British Gas, Heron and Maxwell Communication Corporation have been able to achieve floating rate sterling funding well below the London interbank offered rate.

However, the opportunity to swap out of Ecu is dependent on finding a counterparty equally willing to swap into Ecu. In the past, swap opportunities have centred on the activities of sovereign governments. For example, an Italian government's Ecu750m five-

year domestic bond issue last May opened the way for Ecu735m of swap-driven deals by other borrowers.

National treasuries, such as Denmark's, have also increased their exposure to the Ecu by simply swapping holdings of other currencies into Ecu rather than issuing Ecu bonds. They have been willing counterparties for companies looking to swap the other way.

However, swaps come and swaps go. Last year, swap opportunities were few, and the number of Ecu bond issues by companies fell as a direct result. Only 33 per cent of Ecu bonds were issued by companies in 1989, against 48 per cent in 1988 and 44 per cent in 1987.

According to the friends of the Ecu, this is nothing more than a temporary hitch. Swap opportunities will return, they say, and companies are keen to establish their name in the Ecu market. They cite a recent London conference on Ecu bonds which was attended by representatives of companies including Kingfisher, Besser, BAT Industries and British Petroleum.

Simon London

## . . . whose growth is in danger of attracting too many brokers

INTERNATIONAL banks are rushing to enter the European currency unit bond market, the fastest-growing sector of the international bond market.

Many Ecu bond trading operations are being set up this year, and the proliferation of dealers threatens to overcrowd the market and is bound to squeeze profit margins.

Although the growth of the Ecu market is expected to accelerate, it will not be sufficient to satisfy the hordes of institutions now entering the business.

The development of a liquid, actively-traded market in sovereign and supranational agency paper has attracted a growing band of institutional investors. Some view the Ecu sector of the Eurobond market as an alternative to conventional government bonds. New investors are generating some fresh business, but the pace of the industry's expansion is outstripping the growth of the market.

"The Ecu bond market is set to become over-brokered. The signs are all there, and we have seen them all before," says one banker.

This rush for business appears surprising in times of recession, considering that profitability will be hard to achieve. But the Ecu bond

market has become, in the words of one banker, "a market we cannot afford not to be in".

Until recently, the market was dominated by a small group of committed dealers, most notably the French bank Paribas. The number of reporting dealers registered with the Association of International Bond Dealers has already grown to 25.

Among Japanese banks and securities houses, Fuji International and Yamachi International plan to become reporting dealers this year. Nikko (Europe) started making a market in Ecu Eurobonds last week, while Nomura became a market maker in the autumn. Many Japanese houses are likely to focus on Japanese institutional placement.

Other firms are also looking for niches where they can offer a specialised service. Hambros Bank, the UK investment bank, which dominates the Australian dollar bond market,

started making a market in Ecu bonds for clients in December. It does not plan to take on institutional business, but will focus on its large retail client base.

"We are getting into the Ecu bond market because retail clients were asking for that service," explains Mr Géraud de Nadailac, syndicate director at Hambros Bank. Westpac Banking Corporation, which also specialises in the Australian dollar sector, is seeking an Ecu Eurobond trader. Its strategy is to build a presence gradually, first trading about 60 issues with retail clients to test the market.

Among UK firms, Baring Brothers, the merchant bank, pulled out of the market at the start of 1990, but is rejoining the sector this year. Its effort will be research and sales-led. The firm already has two Ecu bond traders and is looking to take on research staff.

Barclays de Zoete Wedd already makes a market for clients and is about to become an

AIBD reporting dealer. Midland Montagu took on a trader last month and expects to become a marketmaker later in the year.

The strategy of new players is likely to be less aggressive than in the past. Banks have learned at least some of the dangers of over-competitive

markets, and the industry is under such financial pressure that firms cannot afford to buy market share.

In practice, some dealers suggest that for many newcomers, reporting dealer status will be nominal. "To gain a foothold in the market at this stage requires a sizeable com-

mitment of resources which most banks are not prepared to make," says one banker. Many dealers suggest the market will continue to be dominated by half a dozen players, with perhaps a few other houses finding profitable niches.

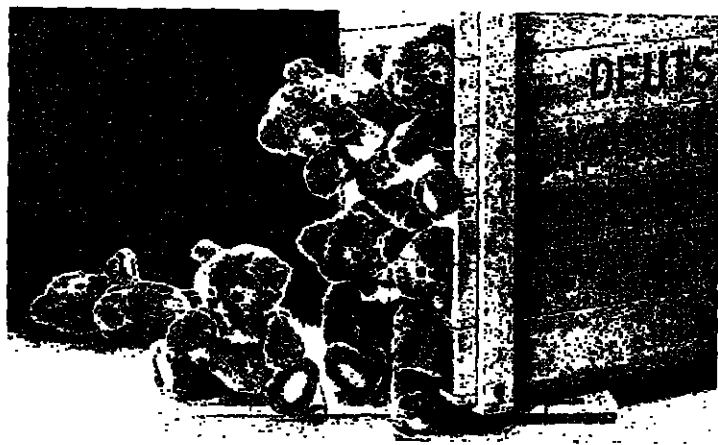
Tracy Corrigan

EUROMARKET TURNOVER (\$m)					
Primary Market					
	Straight	Over	FRB	Other	Total
1989	90.5	0.0	56.2	4.547	151.2
1990	788.0	0.0	11.5	4.925	804.5
1991	1,594.2	0.0	58.3	5,725.2	7,377.7
Secondary Market					
	1989	1990	1991	1992	1993
US\$	14,327.3	429.5	4,264.2	4,374.3	4,547.6
FRF	16,713.5	618.3	3,881.2	4,371.7	4,547.6
Other	14,892.7	519.9	2,114.4	23,943.7	4,547.6
1990	21,417.5	760.7	2,933.8	30,588.0	4,547.6
Total					
US\$	14,327.3	429.5	4,264.2	4,374.3	4,547.6
FRF	16,713.5	618.3	3,881.2	4,371.7	4,547.6
Other	14,892.7	519.9	2,114.4	23,943.7	4,547.6
1990	21,417.5	760.7	2,933.8	30,588.0	4,547.6

Week to January 3, 1991 Source: AIBD

NEW INTERNATIONAL BOND ISSUES								
Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %	
US DOLLARS								
Flash Ltd Series P1a	17.5	1993	2½	(a)	(a)	Sanwa Int		
1989 Star Fin.NV(b)	340	2001	10	(b)	(b)	Daiwa Europe		
1989 Star Cap.NV(b)	50	2001	10	(b)	(b)	Daiwa Europe		
AUSTRALIAN DOLLARS								
Barclays Aus.Int.Fin.	75	1994	4	13	101.95	Barclays de Zee.Wedd	12.353	
Credit Lyonnais Aus.	75	1994	4	13	101.70	Hambros Bk	12.435	
LUXEMBOURG FRANCS								
Banco di Roma London	600	1994	3	10½	102	BGL	9.501	
Credito Romagnolo Lux.	300	1994	4	10½	101.9	Banque UCL	9.532	
Deutsche BV	800	1986	8	10	101½	BIL	9.631	
GIB Brussels	750	1996	8	10	102	Credit Europeen	9.547	
Banque Paribas	500	1996	8	10½	101.80	Soc.Gen.Alsacienne	9.760	
*Fixed term bonds **Private placement. a)3-month Libor + 0.65%, coupon 6-month Libor + 0.65%, issue price 100.10% (b)3m, 3-month Libor + 0.65%, coupon 6-month Libor + 0.65%, issue price 100.10% (c)3m, 3-month Libor + 0.65%, coupon 6-month Libor + 0.65%, issue price 100.10%								

●Fixed terms: w/Private placement, w/3-tranche issue; (A)Ecu, coupon 8-month Libor + 0.25%, issue price 100.10%, (B)Ecu, 3-month Libor + 0.25%, 100.10%, (C)Ecu, 6%, 101 1/4%, Non-callable; (D)Mortgage-backed asset-up issue. Coupon pays 7 1/2% for first 5 years then 7 1/4% thereafter. Non-callable. Note: Yields are calculated on an AIBD basis.



## In challenging export markets, suppliers often become buyers.

To gain a foothold in difficult foreign markets, "buy-back" arrangements are frequently the only avenue open to exporters of plant and equipment. So before winning the contract you must first commit yourself to future product purchases - only thus enabling the plant to be financed.

BHF-BANK assists you here with its extensive experience in everything from consulting, organizing and financing buy-back deals, for instance, to putting you in touch with buyers. Through credit lines with foreign banks if the financing is to be supplied along with the exports. Through non-recourse financing when you, the exporter, wish to rule out the credit, currency and interest-rate risks. Through cross-border leasing, third-country financing and foreign guarantees.

A leading position in trade financing is only part of what it takes to make a bank a partner for the discerning export-oriented customer. Equally important are personal service and customized problem solutions - the style of a merchant bank, which BHF-BANK has cultivated for more than 100 years.



BHF-BANK

Merchant Bankers  
by Tradition

## Chiquita Brands International, Inc.

3,335,800 Shares of Common Stock

Offer price U.S.\$30% per Share

1,501,110 Shares have been purchased for distribution internationally by

S.G. Warburg Securities  
Lehman Brothers International County NatWest Limited  
Dresdner Bank Aktiengesellschaft Merrill Lynch International Limited  
Swiss Bank Corporation  
ABN AMRO Daiwa Europe Limited  
MEDIOBANCA Paribas Capital Markets Group  
Banca di Credito Finanziario S.p.A.  
Prudential-Bache Capital Funding

1,834,690 Shares have been purchased for distribution in the United States by

Lehman Brothers  
Merrill Lynch & Co.  
Prudential-Bache Capital Funding  
S.G. Warburg Securities



THE WEEK AHEAD

ECONOMICS

# Gulf and thin markets inhibit trading activity

NEW YEAR lassitude and Gulf anxiety is likely to inhibit activity on the international financial markets this week. Economists say that the lack of data releases at the beginning of the month combined with the prospect of thin markets stretching into January will make for quiet trading on the equity and bond markets. Currencies though could be busy as the build-up to the January 15 deadline in the Gulf approaches.

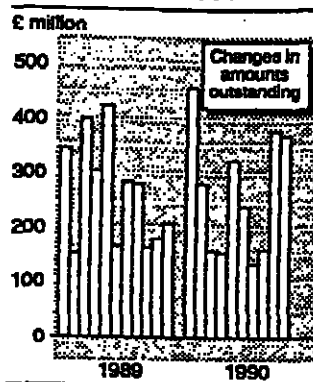
Sterling is expected to strengthen further in the near-term after the UK government's reiteration of commitments not to devalue. The dollar could regain traces of its safe-haven status as the possibility of war mounts.

In the UK, the results of the government's other economic pledges not to reduce interest rates until core inflation is reduced - will be visible in the final retail sales figures and credit business figures for November.

The last two months credit business data have revealed large increases in outstanding consumer credit, of £368m in October, and £377m in September, causing some speculation that demand pressures are still strong.

In Germany, statistics due

Consumer credit



for release during the week will provide fresh clues as to how much the economy may be overheating due to the extra demand unleashed in eastern Germany as a result of unification.

The data include the trade balance for November, which the median market forecast compiled by MMS International, the financial research company, puts at DM8bn.

Other important economic statistics due during the next few days are as follows. The figures in brackets are the median market projections from MMS.

● Today, UK: November final retail sales (down 0.5 per cent);

UK COMPANIES

Dixons, the electrical retailer, will probably do little to lift the depression embracing the retailing sector when it announces its interim results on Wednesday.

Analysts are expecting pre-tax profits to fall by about 18 per cent to £23m. What profits there are will derive from the group's financial services activities, interest receipts, and property development. The group's retailing activities in the UK are unlikely to contribute much although their performance will be anxiously scrutinised for their implications for other retailers of electrical goods.

Food retailing has generally proved more resistant to recession, but Asda, the Leeds-based grocery chain, looks set to unveil a weak set of interim results on Wednesday. The group is still grappling to get to grips with 60 stores it bought from Gateway.

Overall, pre-tax profits may be down from £85.5m to around £60m although the company's followers expect a strong pick-up in the second half.

The TSB Group becomes the first big clearing bank to report in the new year next Thursday, and its results will reflect the sharp impact of the recession on bad debts. Sir Nicholas Goodison, the chairman, warned before Christmas that the recession could be worse than 1980.

But the TSB's results should also gain from the vigorous attack on costs which is now in full swing. Analysts are forecasting profits of at least double last year's exceptionally poor £155m.

While the marketing campaign for the flotation of the electricity generators, National Power and PowerGen, gets underway next week, the 12 regional companies which were floated before Christmas will also be surfacing again. Most of them are due to announce their results for the six months to end-September.

Like British Gas, the Recs make the bulk of their profits during the winter so it will come as no surprise to find that some or most of them were making a loss during the summer months. They are not paying interim dividends.

The announcements will, however, provide a clue as to what the summer was like. The announcements will, however, provide a clue as to what the summer was like. The announcements will, however, provide a clue as to what the summer was like.

Company meetings are annual general meetings unless otherwise stated.

Torax Hire

Interim: Abbey

Beaverco

Eastern Electricity

Manweb

Midlands Electricity

Pepe

Seaboard

SelectTV

FRIDAY JANUARY 11

COMPANY MEETINGS:

Ashley Group, Ldn Hilton, Park Lane, W, 12.00

Save & Prosper Linked Inv. Trust, 1 Finsbury Avenue, E.C., 3.00

BOARD MEETINGS:

Daily Mail & General Trust

Interim: Markheath Securities

Company meetings are annual general meetings unless otherwise stated.

Westbury 3.25p

FRIDAY JANUARY 11

British Airways 2.5p

Castings 1.2p

Cropper (Limes) 0.975p

Leigh Interests 2.4p

Lep 2p

Macdonald Martin Dist. A Ord. 2p

Do, S Ord. 1p

Marine Midland Fin NV Gd. Flg. Rate Sub. Nts. 1994 \$21.04

Parkside Textile 1.5p

Do, A NV 1.5p

Powerscreen Int. 1.5p

Reed Int. 5p

Sainsbury (J) 2.1p

Schlumberger 30cts.

TP Property Inv. Tr. 0.8p

Welman 0.5p

Vale & Valor 3.5p

SATURDAY JANUARY 12

Conversion 9 1/2 % Ln. 2001 4.75pc.

Do, 9 1/2 % Ln. 2011 4.5pc.

Treasury 11 1/4 % Stk. 1991 5.875pc.

Wardle Stores 11p

River & Mercantile Tr. 1.5p

Scottish Metropolitan Property 4.22p

Staveley Inds. 2.5p

Tair Cels 41c

Unigate 5.7p

Warner Howard 1.75p

TUESDAY

Bailey (Ben) Construction 1.4p

Clayton, Son 2.5p

Cleveland Europe 1.5p

Heath (C.E.) 7.5p

Inter-American Development Bank 12 1/2 % Ln. Stk. 2005 6.25pc.

Stockdale Hodge 3p

WEDNESDAY JANUARY 9

Bradford & Singley Building Society Flg. Rate Nts. 1988 £34.72

Friendly Hotels 2p

Henderson Administration 10p

THURSDAY JANUARY 10

Apollo Metals 8 1/2 % Crv. Prt. 4p

Bibby (J) 8.25p

Great Portland Estates 3.4p

Morris (Philip) 43cts.

Treasury 11 1/4 % Stk. 1991 5.875pc.

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Scottish Metropolitan Property 4.22p



**CANADA**

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## INDICES

[illegible]

**CBS TR**  
**CBS AD**

[illegible][illegible]

490	+40	Milau
515	+25	Ing ...

[illegible][illegible]

## No FT ? No problem in Japan

Keeping up with the news when you travel to the Far East used to be something of a challenge. The world seldom stands still. These days, in fact, just a few hours can be enough to change history for ever.

Happily for FT readers, staying in touch is now no longer a problem in Japan.

Because we now publish in Japan six days a week - transmitted overnight by satellite direct from London, and printed locally for the start of the working day. Ask for your copy at the hotel or on the news stands, in Tokyo or in other major Japanese cities.

If you're a resident, we'll hand-deliver the FT to your office in central Tokyo, first thing every day.

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**FINANCIAL TIMES**



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Group 10 v	12	985	3073	184 3BHP Goldmines 25c	23
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-	-	-	1025



## 18

مکرمین القرآن



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# CURRENCIES, MONEY AND CAPITAL MARKETS

## MONEY MARKETS

### War fears dominate

THIS is clearly not the time to think about taking out positions on the currency market. The build up of trading has been slow after the holiday period, and it would be unrealistic to expect a peaceful settlement before a peaceful settlement of the Gulf crisis, or an all-out war, now that we are within nine days of the United Nations deadline.

UK clearing bank base lending rate  
14 per cent  
from October 8, 1990

If attempts at a peaceful settlement come to nothing the financial market will grow increasingly nervous as the deadline for Iraqi withdrawal from Kuwait approaches. Subsequent events will then decide the direction of the markets, and it is impossible to speculate on the consequences of any conflict.

What can be said with some certainty is that demand for the dollar increases at times of

rising world tension. Any outbreak of hostilities would almost certainly send the dollar higher. This reflects the fact that the US mainland is not under threat of physical attack, the country is to a large extent self-sufficient and is an oil producer. A more difficult prediction involves the impact on the dollar from a peaceful solution to the crisis.

Initially the currency is likely to fall, as the market concentrates on the weak US economy, but after a steady decline throughout the second half of last year the point may be getting near where the dollar will find a floor. During 1990 it fell 17.4 per cent against the Swiss franc, 16.5 per cent against sterling, 11.6 per cent against the D-Mark and 5.6 per cent against the yen.

Some months ago a cut in US bank prime rates, a very weak National Association of Purchasing Managers index, a record fall in factory orders and rising unemployment would have hit the dollar hard, but last week there was little reaction to these news.

## CURRENCY MOVEMENTS

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## CURRENCY RATES

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## OTHER CURRENCIES

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## FT-Actuaries WORLD INDICES

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## POUND SPOT - FORWARD AGAINST THE POUND

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## DOLLAR SPOT - FORWARD AGAINST THE DOLLAR

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## EXCHANGE CROSS RATES

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## EURO-CURRENCY INTEREST RATES

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## MONEY RATES

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## LONDON MONEY RATES

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## FINANCIAL TIMES STOCK INDICES

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## BRITISH FUNDS

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## AMERICANS

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## LONDON RECENT ISSUES

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## FIXED INTEREST STOCKS

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## RIGHTS OFFERS

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## FT LONDON INTERBANK FIXING

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## BANK OF ENGLAND TREASURY BILL TENDER

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## WEEKLY CHANGE IN WORLD INTEREST RATES

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## FINANCIAL TIMES STOCK INDICES

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## BRITISH FUNDS - Contd

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## AMERICANS - Contd

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## MONEY MARKET

### Trust Funds

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## Money Market Bank Accounts

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## FINANCIAL TIMES STOCK INDICES

Jan 4	Close	Previous
£/\$	1.9315	1.9315
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¥/\$	160.00	160.00
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100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

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100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

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DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## FINANCIAL TIMES STOCK INDICES

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## BRITISH FUNDS - Contd

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## AMERICANS - Contd

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00

## FINANCIAL TIMES STOCK INDICES

Jan 4	Close	Previous
£/\$	1.9315	1.9315
DM/\$	1.9315	1.9315
¥/\$	160.00	160.00
100/\$	100.00	100.00
100/£	100.00	100.00
100/DM	100.00	100.00
100/¥	100.00	100.00



[illegible]







## 4pm prices January 4

14-00000







**Heinrich Weiss, head of Germany's main employers' association, speaks to David Goodhart**

**'I am a little less outspoken than I used to be'**

**MICHAEL PROWSE**  
on America

هكذا من الاصل